Federation of Students’ Council Minutes

ONLINE, MICROSOFT TEAMS

Chair: President Simpson  Secretary: Alana Guevara

ATTENDANCE

The following members were present*:

- Simpson, Abbie (President)
- Guevara, Alana (VP, Operations & Finance)
- Helka, Amanda Nicole
- Wang-Lin, Angela (pro tem)
- Easton, Benjamin (Chair of the Board)
- Dong, Catherine
- Lindstrom-Humphries, Delainey (President, EngSoc A)
- Yang, Edward
- McGee, Ellen (President, EngSoc B)
- Yanez Vasquez, Jairo Josue
- Dhillon, Jaskaran
- Chen, Jason
- Hunte, John (Deputy Speaker)
- Ma, Joseph
- Surdi, Julian (President, SciSoc)
- Sharma, Kanan
- Azamm, M. Sikandar
- Ukrani, Mahaveer Jai
- Jolicoeur-Becotte, Marie
- Schwarze, Matthew
- Town, Megan (VP, Education)
- Ahmed, Mehida
- Abouelnaga, Nada (VP, Student Life)
- Dosen, Nick †
- Roxas, Niks
- Dragusin, Rebecca
- Leo, Shanelle
- Ye-Mowe, Stephanie
- Macci, Sumayyah
- Rehmanji, Taher (President, SoPhS)
- Ikeno, Vicky (Representative, RASC)
- Shi, Victoria (President, ESS)
- Ghuwalewala, Vidyut
- Wang, Yuqian (President, MathSoc)

* remote  † late
The following members were absent:

- Fatima, Aiman
- Souza, Angela
- Narang, Aryan
- Singh, Jaineet
- Zhu, Karl
- Suri, Manas
- Couzens-Brown, Nathanial (President, ASU)
- Gondosiswanto, Evelyn (Assistant Secretary)
- Hallen, Frances

* regrets

PRELIMINARIES

CALL TO ORDER

A quorum being present, President Simpson called the meeting to order at 10:37 AM.

ELECTION OF OFFICERS

Temporary Change in Officer Roles

Whereas President Simpson has experienced increased workload and stress recently; then

Be it resolved that for the duration of this meeting, Deputy Speaker Hunte shall have the duties of the Speaker; and

Be it further resolved that for the duration of this meeting, President Simpson shall have the duties of the Deputy Speaker.

President Simpson and Deputy Speaker Hunte.

This motion was withdrawn.

APPROVAL OF THE AGENDA

Be it resolved that Council adopts the agenda as presented for the 23 August 2020 meeting.

Deputy Speaker Hunte corrected some spelling in item 7.4. 'AccessAbility' is uWaterloo’s stylized spelling for the service but the item was modified to read "Accessibility Advocacy."

President Simpson assumed the motion to adopt the agenda as presented
Acceptance of Resignations

The following was received from Mokhash Parmar:
Hello,
As of now, I believe I’ve missed two of the monthly Council meetings. Since it’s becoming clear that I’m unable to devote the necessary time to this, I would like to resign my position.
Thanks,
Mokhash Parmar

Be it resolved that Council accepts the resignation of Mokhash Parmar as Science Councillor effective immediately.

Deputy Speaker Hunte and President Simpson.

Motion carries

Deputy Speaker Hunte asked if Science Caucus had anyone to appoint in the vacancy today. They did not.

APPROVAL OF MINUTES

Minutes of August 9th WUSA Special Council Meeting

Be it resolved that Council approves the minutes of the August 9th WUSA Special Council meeting as presented.
Deputy Speaker Hunte and President Simpson.

Motion carries

Deputy Speaker Hunte mentioned that he has already discussed one desired edit to the minutes identifying former VPSL FitzPatrick. MathSoc President Wang also sent a rewording of her comments on pg 20 to the secretary for them to be updated. Lastly, after some discussions around a secretary note, Councillor Sharma discussed another secretary’s note which mentioned that no one was explicitly called "racist". After some discussion around this situation between Vice President Abouelnaga and Councillor Sharma and some others whether this secretary’s note should express objectively what occurred or also express the subjective feelings of councillors, the following edit request was formed. Councillor Ye-Mowe mentioned how the secretary’s notes would best not be used for judgement, only reasonably discussion

Be it resolved that The second secretary’s note on page 17 is amended to state “While nobody was explicitly called racist in the chat, though some councilors felt it was implied, while some at-large members present felt they had been targeted.”
Councillor Sharma and Deputy Speaker Hunte.
Motion carries with Vice President Town in abstention noting she could not speak authoritatively to how those present in the meeting felt.

Be it resolved that Council approves the minutes of the August 9th WUSA Special Council meeting as presented.

Deputy Speaker Hunte and President Simpson.

TERRITORIAL ACKNOWLEDGEMENT

Pursuant to Federation Policy 50, Indigenous Engagement and Inclusivity, the Federation’s Students’ Council acknowledges:

"The University of Waterloo is on the traditional territory of the Neutral, Anishnaabeg, and Haudenosaunee peoples. The University of Waterloo is situated on the Haldimand Tract, land promised to the Six Nations, which includes six miles on each side of the Grand River."

ITEMS FOR ADOPTION BY CONSENT

In accordance with Council Procedure 9, items on the consent agenda will be considered in gross, without debate or amendment. Items will be moved from the consent agenda to the regular agenda upon the request of any member. The purpose of the consent agenda is not to suppress debate but to allow Council to quickly consider and approve uncontroversial items.

Council Fall Regular Meeting Dates

Be it resolved that Council sets the following dates for its Regular Meetings in Fall 2020:

- Sunday, September 13, 2020
- Sunday, October 4, 2020
- Sunday, November 8, 2020
- Sunday, December 6, 2020

President Simpson.

Election Dates

Be it resolved that Council approves the following dates for Fall 2020 By-Elections:

- Nominations: September 15, 2020 - September 21, 2020
- Interim: September 22, 2020 - September 23, 2020
- Campaign & Voting: September 24, 2020 - September 30, 2020
Be it further resolved that Council approves the following dates for the 2020-2021 General Election:

- Nominations: October 21, 2020 - January 20, 2021
- Interim: January 21, 2021 - January 24, 2021
- Campaign: January 25, 2021 - February 4, 2021
- Voting: February 2, 2021 - February 4, 2021

Be it further resolved that Council approves the following dates for the 2021-2022 General Election:

- Nominations: October 20, 2021 - January 19, 2022
- Interim: January 20, 2022 - January 23, 2022
- Campaign: January 24, 2022 - February 3, 2022
- Voting: February 1, 2022 - February 3, 2022

President Simpson.

Miscellaneous Policy Amendments

Whereas some policy statements are not reflective of the policy content;

Be it resolved that Council approves amendments made to Policies 28, 42, 47, 61, 63, 64 as presented.

Vice President Town.

Approval of the Items for Adoption by Consent

Be it resolved that Council approves the items for consent.

Deputy Speaker Hunte and President Simpson.

Motion carries by consensus

Secretary’s Note: Deputy Speaker Hunte then informed Council that Special Orders would come next before reports.

SPECIAL ORDERS

CONDUCT AT COUNCIL AND NEW RULES

This item is scheduled to commence immediately following the adoption of the agenda.

Discussion on conduct at Council, and about what new rules will be effective in ensuring Council is accessible, orderly and effective.
Be it resolved that Council approves the following standing rules for Council meetings for the remainder of the Governing Year:

1. Members shall receive 2 warnings for disorderly conduct, including the following:
   (a) Speaking out of turn
   (b) Inappropriate use of meeting tools (eg. Microsoft Teams)
   (c) Failure to yield on request by the Speaker
   (d) Addressing the Council during voting
2. On third and subsequent warnings, the Speaker shall put forward a privileged motion to eject the member from the assembly.
3. (others to be decided at Council)

President Simpson and Deputy Speaker Hunte.

After discussion from Councillor Leo, Councillor Dosen, MathSoc President Wang, Councillor Ye-Mowe, President Simpson, Vice President Town, Councillor Sharma, and Deputy Speaker Hunte, the following friendly amendment was presented:

Be it resolved that Council approves the following standing rules for Council meetings for the remainder of the Governing Year:

1. Members shall receive 2 warnings for disorderly conduct, including the following:
   (a) Speaking out of turn
   (b) Inappropriate use of meeting tools (eg. Microsoft Teams)
   (c) Failure to yield on request by the Speaker
   (d) Addressing the Council during voting
   (e) Ad hominem attacks
2. On third and subsequent warnings, the Speaker shall put forward a privileged motion to eject the member from the assembly.
3. The following rules are in place for at-large members:
   (a) At-large members will request to use their 4 minute first turn in advance of the meeting to speaker@wusa.ca to speak to any motion on the agenda.
   (b) All at-large members in attendance will have an opportunity to directly respond to a topic for 2 minutes (if a speaking turn is not requested in advance), and members will continue to have 4 speaking turns.
   (c) Time can still be yielded by a Councillor to an at-large member during a meeting.

President Simpson and Deputy Speaker Hunte.

Motion carries by consensus.

Secretary’s Note: Deputy Speaker Hunte then informed Council that business would move back to executive reports.
REPORTS

EXECUTIVE REPORTS

President (Simpson)

President Simpson brought attention to the attached memorandum regarding the investigation into the August 9 2020 Special Meeting.

Be it resolved that Council accept the Memorandum regarding Investigation and Conduct of the Special Council Meeting and Business Arising, as recommended by the Office of the President.

Be it further resolved that Council delegates authority to the Board of Directors to approve the formal timeline for the Final Report, as presented by the Office of the President at the September regular meeting.

Vincent Macri mentioned how some at-large students would be good to be involved. President Simpson mentioned that there will be at-large members involved in the overall process through the committees where they will have seats. AVP Academic Matthew Gerrits also clarified the Conflict Resolution office and where it fits into the broader HREI administration at UW. Vice President Town confirmed they are the best piece of the university as it doesn’t necessarily fall under HR. She also said Nada could make an at-large member a vice-chair for more responsibility.
Deputy Speaker Hunte asked President Simpson how she was doing in the last couple weeks since the meeting. She responded by saying she was thankful to the assembly and the board for allowing her time to process what happened and start creating this directive.

Vice President, Education (Town)

Vice President Town said the MPP of Kitchener Centre, Laura Mae Lindo has invited Megan to speak about the issues facing students especially issues further aggravated by the pandemic.
Vice President Town also participated in the think tank for the Comprehensive Access Strategy paper which she and AVP Matt Gerrits will be authoring with OUSA.
Her time has also been spent on videos to help the exec communicate with students about WUSA.
Councillor Sharma asked about the timeline on the housing report. Vice President Town said the delays are due to the hiring freeze which led to lack of resources. Megan hopes to submit the first big section of it to Council in September. It will be more fully finished during the fall and early winter term. There are many bits of competing research so research needs to be carefully prioritized as to not lead to survey burnout.

Vice President, Student Life (Abouelnaga)
Vice President Abouelnaga written reports will be sent out following this oral report. She talked about service operations and how they have attempted to pivot to virtual service. Clubs and societies days will look different in the fall term and there are exciting changes coming there.

In terms of special events, WUSA will be participating in International Week with the SSO for the first time.

Orientation will happen Sept 1st-7th and there will be different events happening then. Welcome box rollout is a big piece of this.

Had a meeting with interim AVP HREI, Jean Becker last week to ensure there is open communication with that office. These meeting will continue monthly or more often if needed.

IAC has been doing normal operations around club approval and award selection. It will be undergoing a new project in the fall. CLAC has been looking at the procedures to ensure they align with reality since the VPSL role changed in the bylaws two years ago. MathSoc President Wang asked about incoming international students and their advice for coming back to Canada. Vice President Town said she has be in touch with the university from a government relations perspective and what is currently deemed "essential travel" which would allow students to come back to study in the fall. There are also issues with first years and how they do not yet have approved student visas. Deputy Speaker Hunte said he is one of these students and the University has stated that at this time they will not be directly aiding students to advocate that they are travelling for essential purposes. President Simpson said there are upcoming meetings with Chris Read to discuss this very issue. She will take any previously mentioned questions to that meeting.

Councillor Sharma asked about structure for paying OTeam members and if CLAC has been involved in this. Nada confirmed that this is something currently being worked on.

**Vice President, Operations & Finance (Guevara)**

Vice President Guevara announced she had nothing to add to the written report. Councillor Sharma asked about the mentioned issues with IFC meetings. Vice President Guevara said the difficulties arose from booking issues for the members of IFC. To resolve this, some votes on applications have been taken via e-vote. She is still waiting on responses from some committee members. Councillor Sharma expressed disappointment if the members are not showing enough commitment to the cause. Vice President Guevara said this would be further discussed at next council meeting if the issue persists.

**Board of Directors Report**

Chairman Easton mentioned that board has met twice for July and Aug Regular meetings. In July they approved changes to the exec transition process and discussed a recent staff satisfaction survey. In August meeting this survey was talked about further. Chairman Easton and Councillor Sharma are working on developing a process to analyze executive performance. In this August meeting the August special council meeting was also further discussed from a perspective of the conduct of those involved. All directors were at both
meetings except for Vice President Abouelnaga who was excused from August. Chairman Easton also talked about how he has had meetings with the executives to further discuss next steps after the August Special Meeting. He has also received requests from at-large members about the public business of Board. He is working on this as the content has not yet officially been approved.

**Representative Reports**

**Applied Health Sciences Caucus**

Councillor Jolicoeur-Becotte mentioned that in the wake of the special WUSA meeting, they are currently receiving a lot of feedback from constituents.

**Arts Caucus**

Councillor Dragusin said they are working on inquiries from constituents.

**Engineering Caucus**

Councillor Yang said he is currently the only Eng councillor at this meeting. They have received emails from constituents on divestment policy and special council meeting concerns. Matthew Casale introduced himself as the new Eng-B president.

**Environment Caucus**

Councillor Ye-Mowe received several requests from individuals to support the divestment motion upcoming. They also received feedback on special council meeting. They wrote a letter of reflection on what happened with the intent of assuring students that we would like to move forward from the special council meeting. They are asking students to move forward.

**Mathematics Caucus**

Councillor Sharma reported that he has been working with BAC and hopes council approves the budget at this meeting.

Councillor Sharma read the following statement:

Thank you, Mr. Deputy Speaker, for giving me this opportunity to address this assembly. I would first like to say that I was deeply saddened by the conduct of both Council and At-Large Members at the August 9th meeting. I am happy to see that the Executives and the Officers of Council are taking the mistakes made surrounding the meeting seriously, and that they are taking the necessary steps to ensure that those mistakes are not repeated in the future. I have no intent to for anything that I say today to be directed at any individual. I would, however, like to ask each of us to reflect upon our own actions during and following the meeting.

We, as Council, must support the right of Councillors to represent the views of their
constituents, as that is, in essence, the entire reason that they sit with us today. While we have certainly had differences in opinion in the past, we have never seen personal attacks to the level that we saw at the Special Meeting. I understand that emotions ran high, but I won’t be the first to admit that I am incredibly disappointed in Council for shutting down other Councillors for bringing up different points of views based upon their consultations with constituents, just because they weren’t part of the demographic perceived to be the only group directly affected by the motion on the table.

We are here to be a representative body. Each of us is here not to voice our own views, but those of the people we represent as Councillors, regardless whether those views are in line with each other. Asking me to check my privilege and implying that I do not have a right to speak or vote if I am not of a particular marginalised racial group is, frankly, inappropriate in the context of a Council meeting. It dismisses the voices of the constituents I have consulted, as well as the nearly 9000 students that I represent, many of who /are/ directly impacted. We each need to reflect on the role that we played during that meeting, whether that included action or not.

Thus, I have only simple questions for Council today: Will Councillors no longer speak to issues that don’t directly affect them? Will Councillors who do not face barriers due to accessibility stay quiet during our discussion of accessibility brought forward by Councillor Ye-Mowe’s motion today? Will domestic students refrain from speaking when we make decisions perceived to primarily affect international students? If the answer to any of these questions is yes, I request that you pause and think, because we then must stop the charade of acting like we are representatives, and admit that we are here because we want things to be run how we each personally want them to be.

Councillor Sharma said he would take questions offline and apologized if his conduct at the meeting hurt anyone.

MathSoc President Wang said their first online general meeting was successful. They are getting ready for Fall term and online events in association with Waterloo Ready. MathSoc is processing the events of the Aug. 9th special meeting much like other societies. Deputy Speaker Hunte also mentioned he has attached a letter he addressed to Math constituents about the meeting.

**Science Caucus**

SciSoc President Surdi said SciSoc recently completed department club elections; all are approved by board of directors. Moving forward with peer mentorship program. They are completing training and will be ready to start at the beginning of September. They are in the process of transiting between Spring executive team and Fall executive team.

**Cambridge**

Councillor Chen said WASA’s term has ended and elections will be in September for the new term.
Kitchener

Councillor Helka mentioned nothing needed to be added to the attached written report.

Stratford

Councillor Ahmed mentioned they are working on connecting first years and upper-years to help them with culture.

St. Jerome’s University

There is nothing to report.

Renison

RASC Representative Ikeno said there was nothing to report.

OFFICERS OF COUNCIL REPORTS

Speaker

President Simpson said The majority of the report of the Speaker was included as a part of the President’s report. She also mentioned she is working on caucus emails and mailing lists. This will make it easier for representatives to send communications with constituents.

Deputy Speaker

Deputy Speaker Hunte said that 4 councillors were at risk of removal. Mokash Parmar resigned so that is clear. It leaves Jaineet Singh, Manas Suri and Nick Dosen. They have all submitted reasons. Nick missed the first 2 meetings but has been in attendance since.

Deputy Speaker Hunte reported that he attached 2 letters in the appendix which he received on the speaker email.

Motion to remove Nicholas Dosen was put forward:

Whereas Nicholas Dosen has provided a statement explaining his previous absences and assurances for future attendance; and it is possible to remove Nicholas Dosen from the list of Councilors eligible for removal by first having a vote to remove them from Council; then

Be it resolved that Nicholas Dosen is removed from Council for absenteeism.

Vice President Town and Deputy Speaker Hunte.

Motion fails
**Secretary**

Vice President Guevara said there was nothing to report.

*Secretary’s Note:* A ten-minute recess was called at 12:57pm and the assembly came back to order at 1:06pm.

**STANDING COMMITTEES, COMMISSIONS, OR SERVICES REPORTS**

**Reports of the Associate Vice-Presidents**

**AVP Academic Affairs**

AVP Matthew Gerrits said not much needed to be added to written report. There was a discussion about cost of education especially with respect to international tuition; Vice President Town asked co-op students whose tuition increased after assessment to make contact so she may raise this issue to the Registrar’s Office.

**AVP Co-op and Experiential Affairs  AVP Provincial and Federal Affairs**

Vice President Town asked councillor to refer to the reports presented and if there were any questions she could not answer, she can take them back to the AVPs for further follow-up.

**AVP Equity**

Vice President Abouelnaga commented that the AVP Equity’s report was circulated and follow-up can be arranged. Councillor Yang asked about the mentioned the references to EquityforWho in the report and what the relationship is to that group. Vice President Abouelnaga said that the AVP Equity is a member of this group but it is just in a student capacity and is not part of their work in this AVP position. MathSoc President Wang asked if they work on projects outside Black and Indigenous issues with other minorities. Vice President Abouelnagasa id they work on projects as they arise and work is requested from the AVP Equity. Councillor Sharma asked if there is a group that advocates for international students. Vice President Abouelnagasaid some of this is done on a social level by ICSN but that can be expanded to include advocacy if the services review reveals it as something that is desired. The AVP Equity also wrote an article highlighting the importance of society not to slip into xenophobia in the early days of the Covid-19 Pandemic. Vice President Town also highlighted that much of the advocacy for international students goes through government relations and meeting about Post-Secondary policy with the federal government.
Budget and Appropriations Committee

Budget Approval

Discussion went into overspending in billable hours and how the budget was increased because of it. It was decided that the Executives may need further support and it made sense to allow for more support hours.

Councillor Sharma entered the following comments from Seneca Velling into the minutes:

I budgeted the $5,500 off of the prior wages, because the Students’ Council set a requirement that the cost of the new commission could not exceed the cost of the old commission it replaced. The double-dipping of hours was actually corrected, but is why the reconciliation (confirming the numbers on expenditure) was extra delayed. This mistake made it more difficult for me to catch the fact that the budget actually HAD been way over spent, among with other issues. It wasn’t the cause. The cause was not following budget limitations.

So let me clarify on 2, we DO externally audit each fiscal year (we must by law appoint an independent third party auditor that the Board recommends to the membership / Council each year to appoint) … but that only catches issues after they happen... normally we try to catch issues during the year by routinely internally auditing (ie. Accounting and the VPOF go through and try to catch any issues). But internal auditing requires reconciled and up-to-date info on revenues and expenditure. Normal delays are about 1 month, but because of a litany of complicating factors it was more like 2-3 in this case.

What I was saying about saving money on the audit, is that I ran an RFP for the external auditor which saved tens of thousands... running the RFP was one of the causes of my attention being distracted from catching the mistake in question. But my joking comment/response was that overspending by the commission on PT wage is not so bad when you consider net of that and the audit fix, we saved students more money.

Yes. I was a super busy which also made catching the overbudget payments of PT wage for the commissioner harder… because not only was my ability to catch it delayed for the reasons discussed above, but when I could have otherwise caught it, I was literally doing other stuff.

Since this was due to an overspending of billable hours, Vincent Macri asked if there were controls were now in place. Deputy Speaker Hunte and Vice President Abouelnaga confirmed that there are controls in place and correct oversight will be better in-place.

A discussion followed regarding recommendations from the last budget that were not followed through on. This was largely a feature of the executives running on a certain platform but not having time to get to all projects especially with the major distraction that was the pandemic.

Discussion wrapped up and the motion was presented:

Be it resolved that Council accepts the FY2021 Budget Report as presented by the Budget and Appropriations Committee and included in Appendix F, including the affixed FY2021 Budget.

Vice President Guevara and Councillor Sharma. by consensus

Strategic Long-Range Planning Committee
President Simpson asked council to see the attached report. Next steps will include reviewing the departments’ SWOT analyses and beginning to draft the LRP in its whole form in September.

Policies Procedures Committee

Regarding the Editorial Independence and Codes of Ethics for Student Publications Policy, President Simpson said that after feedback from MathNews and Iron Warrior, a revised draft will be circulated to councillors for a vote before Aug 31, 2020.

Whereas this policy is needed by August 31, 2020; then

Be it resolved that The President shall in collaboration with the Officers of Council hold an e-vote in accordance with Procedure 9§J (Pg. 72), before August 31, 2020.

President Simpson and Deputy Speaker Hunte.

Motion carries with Councillor Sharma noted in abstention.

GENERAL ORDERS

SUSPENSION OF PROCEDURE 10

Councillor Schwarze is the incoming MathSoc President but also sits on BAC

Some Math councillors spoke to Councillor Schwarze’s abilities and how they believed he would be able to professionally handle both postings. President Simpson agreed that while he has the ability, allowing this may set a dangerous precedent. The rule was modeled after UW policies around limiting committee membership so that one person did not have overwhelming influence in many arms of the administration. It has never been suspended. Councillor Sharma and Vice President Town echoed this with Megan recommending Councillor Schwarze sit as a non-voting member on BAC.

The motion presented was reformed by friendly amendment to the following:

Whereas Procedure 10: Committees of the Students’ Council §C(4) (Pg. 74) states "Exempting Officers of the Corporation and Council, an elected member of the Students’ Council shall not normally serve as a voting member on more than one of the Committee of Presidents, Budget Appropriations, or Internal Funding Committee."; and

Whereas Councillor Schwarze who is currently a voting member of the Budget Appropriations Committee has been elected as the President of the Mathematics Society for the Fall 2020 term, meaning that he would then be a voting member of the Committee of Presidents, in violation of procedure; and

Whereas Councillor Schwarze is desirous of continuing his duties on the Budget and Appropriations Committee while fully carrying out his role of President of the Mathematics Society; then
Be it resolved that Councillor Schwarze will hold a nonvoting seat on the BAC for the duration of his term as the MathSoc President.

Be it further resolved that Council appoint Councillor Nick Dosen as a pro-tempore voting member on the BAC for the duration of Councillor Schwarze term as MathSoc President. Moved By: Councillor Schwarze and MathSoc President Wang with amendment by Vice President Town and Deputy Speaker Hunte.

Motion carries

Secretary’s Note: A ten-minute recess was called at 2:50pm and the assembly came back to order at 3:00pm.

When the meeting returned, Councillor Yang had a Point of Order. According to the council procedure and durations of time needed for consideration, an e-vote will need the policy to be final by tomorrow - August 24th. Is this feasible? President Simpson said this was feasible.

Approval of Policy 34: Differential and Relative Grading

Whereas Council at its July 12, 2020 Regular Meeting has heard the first reading of Policy 34: Differential and Relative Grading;

Whereas the Education Advisory Council has sponsored the same;

Be it resolved that Council approves amendments made to Policy 34: Differential and Relative Grading, as presented.

Vice President Town and Councillor Ye-Mowe.

Motion carries on consensus

Approval of Policy 70: Carbon-Neutral Investing

Whereas Council at its July 12, 2020 Regular Meeting has heard the first reading of Policy 70: Carbon-Neutral Investing;

Whereas the Education Advisory Council has sponsored the same;

Be it resolved that Council approves amendments made to Policy 70: Carbon-Neutral Investing, as presented.

Vice President Town and Councillor Ye-Mowe.

Motion carries on consensus
ACCESSIBILITY ADVOCACY

Councillor Ye-Mowe began by saying that though the AccessAbility office exists, some research has been done to show that it itself acts as a barrier to accessibility for students in some cases. The is attached research from Knowledge Integration students. The office often serves as both the advocate but also the gatekeeper of resources and in this latter role, it is an obstacle for students.

It was also mentioned that there are a plethora of mobility issues on campus that are not being addressed. Councillor Ye-Mowe brought this motion to council because if the university is not funding projects to improve this issue but instead getting government funding or bringing these issues to IFC for students to fund fixes for.

Councillor Ye-Mowe says there is likely a willingness from WUSA to take this on but there is a lack of understanding. A directive from council to have the organization focus on a review of the lack of accessibility on campus would be a great way to highlight the problems that exist.

Vice President Town said this is not something that there is a lot of research time for in the workload as it stands so she may need to come back to council and ask what else might be pushed off the plate.

The main motion was brought forward by Councillor Ye-Mowe and seconded by Vice President Guevara. After discussion and council-approved amendments moved by Councillor Yang ad Vice President Town, it now read:

Whereas the Waterloo Undergraduate Students’ Association (WUSA) strives to uphold and promote the values and policies outlined in the Accessibility for Ontarians for Disabilities Act; and the values of equity, diversity, inclusion, and access as defined in Policy 35 (Pg. 70) (Equity, Diversity, Inclusion, and Access); and

Whereas the many spaces on campus continue to remain physically inaccessible/difficult to access for students with mobility constraints; and

Whereas students have reported systemic issues within AccessAbility Services (AAS) that have prevented them from accessing the resources and accommodations they need to succeed; and

Whereas this poses a substantial barrier to affected students’ ability to learn effectively and engage meaningfully with university life; and

Whereas the Waterloo Undergraduate Students’ Association (WUSA) has done little in recent years to advance the goal of student accessibility and disability inclusion on campus; and

Whereas there is currently no policy in WUSA’s library that directly addresses accessibility barriers within the University; and

Whereas barriers to accessibility are less noticeable to those lacking direct, embodied experience; and Whereas the identification of accessibility barriers and disability-based inequities is often difficult unless they are specifically sought; and
Whereas WUSA lacks mechanisms to encourage the active identification of aforementioned barriers and inequities within itself and the broader University environment; then

Be it resolved that Students’ Council establish an independent commission, WUSA Commission on Student Accessibility, which shall have the following scope and responsibilities:
Purpose: To create a report which identifies existing gaps in the accessibility landscape affecting students, any ongoing projects WUSA has related to accessibility, and recommendations for how both WUSA and UW can prioritize accessibility moving forward.
Reporting: The commission shall report to the President.
Duration: The commission shall exist until the acceptance of the final report or the end of the governing year, whichever comes sooner.

Be it further resolved that to support the work of the commission. Budget and Appropriations Committee is tasked with considering an in-year budget adjustment, as it would determine appropriate, to fund the part-time staff needs of this independent commission once determined and

Be it further resolved that the Executive shall, upon such time as the adoption of the final report from the aforementioned review, work with UW via the Undergraduate Student Relations Committee and Student Services Advisory Committee to address identified recommendations and condition funding, where possible, on their expedient resolution Moved by: Councillor Ye-Mowe and Vice President Guevara and amended by Councillor Yang and Vice President Town.

Motion carries by consensus.

NEW BUSINESS

There was no new business

ANNOUNCEMENTS

ANNOUNCEMENTS FROM THE SPEAKER

- The next regular meeting of Council is scheduled for September 13th, starting at 10:30am on Microsoft Teams. This is a correction to the agenda which incorrectly notes the location to be SLC MPR.

ADJOURNMENT

Be it resolved that the chair adjourns the meeting at 3:26 PM.
Federation of Students’ Council Agenda

Regular Meeting

Chair: Abbie Simpson  Secretary: Alana Guevara

Until further notice, all meetings will be held fully online through the Microsoft Teams platform. All students are welcome to connect to the meeting in order to listen or participate; connection information to be distributed in advance through the Council mailing list or may be requested by contacting speaker@wusa.ca

ATTENDANCE

Please convey regrets to the Speaker of Students’ Council at speaker@wusa.ca.

Attendees:

- Simpson, Abigail (Abbie) (President)
- Hunte, John (Deputy Speaker)
- Guevara, Alana (VP Operations and Finance)
- Town, Megan (VP Education)
- Abouelnaga, Nada (VP Student Life)
- Jolicoeur-Becotte, Marie
- Fatima, Aiman
- Ghuwalewala, Vidyut
- Singh, Jaineet
- Yanez, Jairo
- Narang, Aryan
- Dragusin, Rebecca
- Manas, Suri
- Couzens, Nathanial (President, ASU)
- Yang, Eumin (Edward)
- Souza, Angela
- Ma, Joseph
- Lindstrom-Humphries, Delainey (President, EngSoc A)
- McGee, Ellen (President, EngSoc B)
- Yang, Edward
- Ye-Mowe, Stephanie
- Dhillon, Jaskaran
- Shi, Victoria (President, ESS)
- Schwarze, Matthew
- Dong, Catherine
- Sharma, Kanan
• Ukrani, Mahaveer Jai
• Zhu, Karl
• Wang, Angela (pro tem.)
• Wang, Yuqian (Ina) (President, MathSoc)
• Azam, M. Sikandar
• Macci, Sumayyah
• Roxas, Nikka (Niks) Ysabella

Expected Absences:
• Gondosiswanto, Evelyn (Assistant Secretary)
• Hallen, Frances
• Dosen, Nick (late)

• Surdi, Julian (President, SciSoc)
• Chen, Jason
• Helka, Amanda Nicole
• Ahmed, Mehida
• Ikeno, Victoria (Vicky) (Designate, RASC)
• Leo, Shanelle
• Easton, Benjamin (Chair of the Board)
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1 PRELIMINARIES

Adding items to the agenda requires a two-thirds vote, although new items of business can still be raised without needing that vote once the entire agenda is complete.

1.1 CALL TO ORDER

Be it resolved that the Speaker calls the meeting to order at 10:30 AM.

1.2 TERRITORIAL ACKNOWLEDGEMENT

Pursuant to Federation Policy 50, Indigenous Engagement and Inclusivity, the Federation of Students’ Council acknowledges:

The University of Waterloo is on the traditional territory of the Neutral, Anishinaabeg, and Haudenosaunee peoples. The University of Waterloo is situated on the Haldimand Tract, land promised to the Six Nations, which includes six miles on each side of the Grand River.

1.3 ELECTION OF THE OFFICERS

In accordance with Council Procedure 9, the Election of Officers shall supersede all other business. As such this item cannot be rearranged. Council may not adjourn or proceed with the agenda until a Speaker is elected.

Temporary Change in Officer Roles

Whereas President Simpson has experienced increased workload and stress recently;
then

Be it resolved that for the duration of this meeting, Deputy Speaker Hunte shall have the duties of the Speaker; and

Be it further resolved that for the duration of this meeting, President Simpson shall have the duties of the Deputy Speaker.

Submitted By: President Simpson and Deputy Speaker Hunte.

1.4 ACCEPTANCE OF RESIGNATIONS

The following was received from Councilor Mokhash Parmar:

Hello,

As of now, I believe I’ve missed two of the monthly Council meetings. Since it’s becoming clear that I’m unable to devote the necessary time to this, I would like to resign my position.

Thanks,

Mokhash Parmar
Be it resolved that Council accepts the resignation of Mokhash Parmar as Science Councilor effective immediately.

1.5 APPROVAL OF THE AGENDA

Be it resolved that Council approve the Agenda, as presented.

The Speaker assumes the motion to adopt the Agenda, as presented or amended

Speaker’s Note: A special order is to take place immediately following the approval of the agenda

2 APPROVAL OF THE MINUTES

The minutes of a meeting are the official record of what happened at that meeting, and contain the authoritative versions of the actions taken at the meeting. If there are significant reservations about the minutes, the approval may be dispensed with, and the minutes will be returned at the subsequent meeting for approval.

Be it resolved that Council approves the minutes of the August 9, 2020 special meeting, as presented.

3 ITEMS FOR ADOPTION BY CONSENT

In accordance with Council Procedure 9, items on the consent agenda will be considered in gross, without debate or amendment. Items will be moved from the consent agenda to the regular agenda upon the request of any member. The purpose of the consent agenda is not to suppress debate but to allow Council to quickly consider and approve uncontroversial items.

3.1 COUNCIL FALL REGULAR MEETING DATES

Be it resolved that Council sets the following dates for its Regular Meetings in Fall 2020:

- Sunday, September 13, 2020
- Sunday, October 4, 2020
- Sunday, November 8, 2020
- Sunday, December 6, 2020

Submitted By: President Simpson.
3.2 ELECTION DATES

Be it resolved that Council approves the following dates for Fall 2020 By-Elections:

- Nominations: September 15, 2020 - September 21, 2020
- Interim: September 22, 2020 - September 23, 2020
- Campaign & Voting: September 24, 2020 - September 30, 2020

Be it further resolved that Council approves the following dates for the 2020-2021 General Election:

- Nominations: October 21, 2020 - January 20, 2021
- Interim: January 21, 2021 - January 24, 2021
- Campaign: January 25, 2021 - February 4, 2021
- Voting: February 2, 2021 - February 4, 2021

Be it further resolved that Council approves the following dates for the 2021-2022 General Election:

- Nominations: October 20, 2020 - January 19, 2021
- Interim: January 20, 2021 - January 23, 2021
- Campaign: January 24, 2021 - February 3, 2021
- Voting: February 1, 2021 - February 3, 2021

Submitted By: President Simpson.

3.3 MISCELLANEOUS POLICY AMENDMENTS

Whereas some policy statements are not reflective of the policy content;

Be it resolved that Council approves amendments made to Policies 28, 42, 47, 61, 63 & 64 as presented.

Submitted By: Vice-President, Education Town.

4 REPORTS

Motions arising directly out of a report, including to adopt recommendations in the report, may be considered immediately after the report without having to wait until later in the meeting. No action is required to receive a report. If Council decides to adopt or accept a report, then it is endorsing the entire report and not just the recommendations.
4.1 Executive Reports

Each executive will highlight key aspects of their written reports in an oral report that lasts no longer than 2 minutes, to be followed immediately by a question period lasting no longer than 10 minutes per executive. The written reports can be found in Appendix A.

1. President (Abbie Simpson)
   
   (a) Memorandum Regarding Investigation of Conduct at the Special Council Meeting and Business Arising
   
   Be it resolved that Council accept the Memorandum regarding Investigation and Conduct of the Special Council Meeting and Business Arising, as recommended by the Office of the President.
   
   Be it further resolved that Council delegates authority to the Board of Directors to approve the formal timeline for the Final Report, as presented by the Office of the President at the September regular meeting.

2. Vice President of Operations and Finance (Alana Guevara)
3. Vice President of Education (Megan Town)
4. Vice President of Student Life (Nada Abouelnaga)

4.2 Board of Directors Report

The Chair of the Board (Benjamin Easton) will highlight key aspects of their written report in an oral report that lasts no longer than 2 minutes, to be followed immediately by a question period lasting no longer than 10 minutes. Please see Appendix B for the written report.

4.3 Representative Reports

To be delivered orally or in writing by Councillors or the Constituency Caucus. Any questions relating to the report or any other matter may be asked following the oral report. Submitted reports can be found in Appendix C.

1. Applied Health Sciences Caucus
2. Arts Caucus
3. Engineering Caucus
4. Environment Caucus
5. Mathematics Caucus
6. Science Caucus
7. Cambridge
8. Kitchener
9. Stratford
10. St. Jerome’s
11. Renison

4.4 OFFICERS OF COUNCIL REPORTS

To be delivered orally. Any questions relating to the report or any other matter may be asked following the oral report. The individual whom typically fills a role shall give the report of that role.

1. Speaker (Abbie Simpson)
   (a) The report of the Speaker was included as a part of the President’s report.

2. Deputy Speaker (John Hunte)
   (a) Councilors eligible for removal (See report in Appendix D)
   (b) Member statements of support (See report in Appendix D)

3. Secretary (Alana Guevara)

4.5 STANDING COMMITTEES OR COMMISSIONERS REPORTS

To be delivered orally or in writing by the Committee chair or Commissioner. Any questions relating to the report or any other matter may be asked following the oral report.

4.5.1 REPORTS FROM ASSOCIATE VICE-PRESIDENTS

1. AVP Academic Affairs
2. AVP Co-op and Experiential Affairs
3. AVP Provincial & Federal Affairs

4.5.2 REPORT OF THE BUDGET AND APPROPRIATIONS COMMITTEE - FY 2021
BUDGET APPROVAL

Be it resolved that Council accepts the FY2021 Budget Report as presented by the Budget and Appropriations Committee and included in Appendix F, including the affixed FY2021 Budget.

Submitted By: Vice-President, Operations & Finance Guevara.

4.5.3 REPORT OF THE STRATEGIC & LONG-RANGE PLANNING COMMITTEE

See report attached in Appendix D - Other Reports.
4.5.4 Report of the Policies & Procedures Committee

The report of the PPC was included as a part of the President’s report.

Whereas the PPC has not completed the Editorial Independence and Codes of Ethics for Student Publications Policy; and

Whereas this policy is needed by August 31, 2020; then

Be it resolved that Council selects option as outlined below:

1. The President shall call a Special Council meeting on the completion of this policy and before August 31, 2020 to approve this policy.
2. The President shall in collaboration with the Officers of Council hold an e-vote in accordance with Procedure 9§J (Pg. 72), before August 31, 2020.

Submitted By: President Simpson.

5 Special Orders

A special order is an item of business that will take precedence over all other business at the designated time for the special order. As it suspends the normal rule that each item must be disposed of before another can be brought up, setting or removing a special order requires a two-thirds majority vote unless originally included in the agenda.

5.1 Conduct At Council & New Rules

This item is scheduled to commence immediately following the adoption of the agenda.

Discussion on conduct at Council, and about what new rules will be effective in ensuring Council is accessible, orderly and effective.

Be it resolved that Council approves the following standing rules for Council meetings for the remainder of the Governing Year:

1. Members shall receive 2 warnings for disorderly conduct, including the following:
   (a) Speaking out of turn
   (b) Inappropriate use of meeting tools (eg. Microsoft Teams)
   (c) Failure to yield on request by the Speaker
   (d) Addressing the Council during voting
2. On third and subsequent warnings, the Speaker shall put forward a privileged motion to eject the member from the assembly.
3. (others to be decided at Council)

Submitted By: Speaker Simpson and Deputy Speaker Hunte.
6 Business Arising from the Minutes

Business arising from the minutes is business carried on to a meeting from a previous meeting.

There is no business arising.

7 General Orders

A general order is an item of business that is ordered to be taken up at a meeting. Time limits to discussions indicate the point at which the Speaker will end the discussion unless Council directs otherwise.

7.1 Suspension of Procedure 10

Speaker’s Note: This item requires 2/3 approval.

Whereas Procedure 10: Committees of the Students’ Council §C(4) (Pg. 74) states ‘Exempting Officers of the Corporation and Council, an elected member of the Students’ Council shall not normally serve as a voting member on more than one of the Committee of Presidents, Budget & Appropriations, or Internal Funding Committee.’; and

Whereas Councillor Schwarze who is currently a voting member of the Budget & Appropriations Committee has been elected as the President of the Mathematics Society for the Fall 2020 term, meaning that he would then be a voting member of the Committee of Presidents, in violation of procedure; and

Whereas Councillor Schwarze is desirous of continuing his duties on the Budget and Appropriations Committee while fully carrying out his role of President of the Mathematics Society; then

Be it resolved that Council suspends Procedure 10: Committees of the Students’ Council §C(4) to allow Councillor Schwarze to hold voting seats on both the Committee of Presidents and Budget & Appropriations Committee, for the duration of the Fall 2020 term.

Submitted By: Councillor Schwarze.

7.2 Approval of Policy 34: Differential and Relative Grading

Whereas Council at its July 12, 2020 Regular Meeting has heard the first reading of Policy 34: Differential and Relative Grading;

Whereas the Education Advisory Council has sponsored the same;
Be it resolved that Council approves amendments made to Policy 34: Differential and Relative Grading, as presented.

Submitted By: Vice-President, Education Town.

7.3 Approval of Policy 70: Carbon-Neutral Investing

Whereas Council at its July 12, 2020 Regular Meeting has heard the first reading of Policy 70: Carbon-Neutral Investing;
Whereas the Education Advisory Council has sponsored the same;

Be it resolved that Council approves amendments made to Policy 70: Carbon-Neutral Investing, as presented.

Submitted By: Vice-President, Education Town.

7.4 Accessibility Advocacy

This motion has attachments in Appendix E - Other Items (1, 2)

Whereas the Waterloo Undergraduate Students' Association (WUSA) strives to uphold and promote the values and policies outlined in the Accessibility for Ontarians for Disabilities Act; and the values of equity, diversity, inclusion, and access as defined in Policy 35 (Pg. 70) (Equity, Diversity, Inclusion, and Access); and
Whereas the many spaces on campus continue to remain physically inaccessible/difficult to access for students with mobility constraints; and
Whereas students have reported systemic issues within AccessAbility Services (AAS) that have prevented them from accessing the resources and accommodations they need to succeed; and
Whereas this poses a substantial barrier to affected students' ability to learn effectively and engage meaningfully with university life; and
Whereas the Waterloo Undergraduate Students' Association (WUSA) has done little in recent years to advance the goal of student accessibility and disability inclusion on campus; and
Whereas there is currently no policy in WUSA's library that directly addresses accessibility barriers within the University; and
Whereas barriers to accessibility are less noticeable to those lacking direct, embodied experience; and
Whereas the identification of accessibility barriers and disability-based inequities is often difficult unless they are specifically sought; and
Whereas WUSA lacks mechanisms to encourage the active identification of aforementioned barriers and inequities within itself and the broader University environment; then

Be it resolved that WUSA shall develop a report which aims to identify existing gaps in the accessibility landscape affecting students, any ongoing projects WUSA has related to accessibility, and recommendations for how both WUSA and UW can prioritize accessibility moving forward; and

Be it further resolved that the Executive shall, upon such time as the adoption of the final report from the aforementioned review, work with UW via the Undergraduate Student Relations Committee and Student Services Advisory Committee to address identified recommendations and condition funding, where possible, on their expedient resolution.

Submitted By: Councillor Ye-Mowe.

8 NEW BUSINESS

Any Councillor may raise any item of concern during new business by proposing a motion or topic of discussion. A two-thirds (2/3) majority vote is required for consideration of the item to proceed.

9 ANNOUNCEMENTS

Any Councillor may make an announcement not exceeding 1 minute in duration, which may be followed by up to 2 minutes of follow-up questions. No motions may be introduced from an announcement.

NEXT MEETING

The next regular meeting of Council is scheduled for September 13th, starting at 10:30AM, in the SLC MPR.

10 ADJOURNMENT

Be it resolved that the Chair adjourns the meeting no later than 4:30PM.
APPENDICES
APPENDIX A - EXECUTIVE REPORTS

President

Abbie Simpson

23 August 2020

Waterloo Undergraduate Student Association
Formerly known as Federation of Students, University of Waterloo

wusa.ca
200 University Ave W, Student Life Centre, Room 1116, Waterloo, ON N2L 3G1
1.0 Monthly Summary

1.1 July Meeting Follow-up

1.1.1 Facebook events updates – I have asked for greater communications for regular Council meetings through Facebook events and additional messaging on Instagram. This is part of the Council engagement plan which will roll out slowly over the Fall term. If you have additional feedback or suggestions, please do not hesitate to reach out to me.

1.1.2 Health promotions for ergonomics and screen time – I discussed increased messaging for students on ergonomics and screen time with the Peer Health Education team and Athletics and Recreation. I received the following information:

- Athletics and Recreation is willing to put out additional information for students regarding ergonomics and screen time. They are currently promoting information on taking breaks and exercises at your desk.
- The Peer Health Education team created social media cards regarding ergonomics and stretching. I will provide more information once these posts are live.

1.2 August Special Meeting Actions

I would like to begin this section by acknowledging the conduct I experienced during the special Council meeting and address some misconceptions and questions. As the President, I have a duty to hear our student population and act accordingly. I am disappointed in the process which was taken to arrive at the special Council meeting and will be addressing the process with the Executive Committee and the Board of Directors.

There are many references online to the bad faith exhibited by the Executive, including myself. The Executive are committed to improving our campus community and listening to the needs of students. Through consultation with many student groups over the months of June and July, the Executive heard stories from students which discussed student safety on our campus and in our community. The Executive believe that our job is to continue to improve student safety for all students. We also believe it is important to consult with our student population on advocacy stances. In future, we hope to provide opportunities to listen to students, and Councillors, input by initiating town halls, similar to the town hall which took place this Spring Term, before Council meetings with the creation of policy stances. I will be working with our staff to create a framework for a special town hall to present to Council.

I would also like to address my absence online. As many know, I returned from vacation on August 10th. In addition to my work addressing the events at and after the special Council meeting, I have various projects and daily tasks which required attention upon my return. Until further notice, I will be dedicating my time solely to work and personal time to protect my mental health. I will not be present on social media to protect my personal time. If you have concerns with posts made online and would like to bring them to my attention, please send me an email. Please refrain from messaging me personally on Facebook, or any other app.

My email has moved to a 48-hour response time as I work through student concerns. If you require immediate assistance, please email exec@wusa.ca and our Executive Assistant will alert me to your email.
I would also like to notify Council that I will be spending a significant amount of time on Human Resources over the next few weeks and will have limited capacity for additional projects. However, I intend to continue work on the action items above to ensure student concerns are addressed and members can see action from their Executive.

Due to the conduct exhibited at the August special meeting, the President has directed the following reviews and policy creation:

- Review of all AVP job descriptions, expectations, and training with a full review of the commissioner procedure (Procedure 27)
- Creation of Social Media Policy and continued review of Policy 39: Communications, focusing on a review of internal communications and statements
- Equity review of all student-run services, as part of the equity environmental scan. I have my first introductory meeting with an EDI consultant on August 20th.
- Investigation into complaints received by members, Councillors, staff, and volunteers
- Review of Procedure 25 and 26
- Review of Policy 35: Equity, Diversity, Inclusion, and Access

1.3 Presidents’ Leadership Awards

I am currently working on the final details to recognize the students who received WUSA Leadership Awards in April. The award winners will be notified by the President in the coming weeks. However, due to recent events, the online ceremony will be delayed until September.

2.0 Students’ Council Initiatives and Officer Report

2.1 Caucus emails and mailinglists

Councillors have recently requested more tools to consult and communicate with constituents. Each caucus was given the opportunity to request a mailinglist, which will allow constituents to subscribe for updates from your caucus. The mailinglist works the same way the Council list works. It will allow you to send messaging to all subscribers to notify them about upcoming decisions, ask questions, etc. Please request a mailinglist at pres@wusa.ca. I am currently working with IT to create caucus emails (example, mathcaucus@wusa.ca) which will make communications between members and your caucus easier. Please stay tuned for updates.

2.2 Speaker report

The following email was sent to the Council mailinglist to inform Council on the decisions made at the Officers of Council meeting:

On Aug 14, 2020, at 2:43:31 PM, speaker <speaker@wusa.ca> wrote:

Dear Council,

Please bear with me, I know this email is long.
Council Accessibility

1. The President is working on a process to ensure there is a Town Hall before Special or Regular Council meetings including advocacy stances or creation of advocacy policy, with expectation for Councillors to attend.

2. The President is working on the creation of a section of the website to provide feedback to Executives and Councillors regarding concerns and advocacy opportunities.

3. The President will submit tickets for the creation of caucus mailinglists which allow students to subscribe for updates and information from previous and future Council meetings. Please have a representative of your caucus request a mailinglist creation at pres@wusa.ca.

4. The following rules will be in place for the August 23rd council meeting and promoted to all members:
   - At-large members will request to use their 4 minute first turn in advance of the meeting to speaker@wusa.ca to speak to any motion on the agenda.
   - At-large members in attendance will have an opportunity to directly respond to a topic for 2 minutes (if a speaking turn is not requested in advance), and members will continue to have 4 speaking turns.
   - Time can still be yielded by a Councillor to an at-large member during a meeting.

Officer Duties

On Wednesday, the Officers of Council met, and have agreed that to ensure all meetings of Council run smoothly in the future, the Officers will be shifting the responsibility for the following tasks from the Speaker to the following officers:

Deputy Speaker:
- Managing the speaker@wusa.ca email during Council meetings
- Management of the speaking order and management of voting process.

Assistant Secretary:
- Update and share the live agenda for Councillors and at-large members to view

Executive Assistant:
- Taking attendance and monitoring quorum

Personal note from the Speaker: Facebook Messenger, Teams, and my personal email will not be monitored during the duration of a meeting. All inquiries, notes of absence will be sent to speaker@wusa.ca and the Deputy Speaker will notify the Speaker.

Next Meeting

Please remember our next meeting is Sunday, August 23 at 10:30am.

- You have until August 16 (this Sunday) to submit agenda items
- If you are unable to attend our next meeting, please send regrets to speaker@wusa.ca.

A Note from the Deputy Speaker

I would like to apoligise to Abbie, and to you all for leaving you last Sunday. I should not have left the meeting the way I did- it was abandoning my Speaker, my Council, and it was a poor example to set. I will strive to remain strong in the face of adversity, better control meetings in
3.0 Committee Updates

3.1 Policy and Procedures Committee

The Committee reviewed Policy 39 and Procedure 17. Policy 39: Communications was returned to a Committee member to be reviewed by the President and the Committee at a future meeting. I am currently working on the following policies and procedures:

- Social Media Policy
- Editorial Independence and Codes of Ethics for Student Publications
- Board of Publications Procedure
- Organization wide Code of Conduct (in collaboration with Vice-President, Town)

3.2 Strategic and Long Range Planning Committee

For more detail please see the submitted SLRP report.

The Committee requested the organization to complete various SWOT analyses of each department. The following departments completed a SWOT analysis: Marketing and Communications, Outreach, Accounting, Orientation and Member Transition, IT, Commercial Operations, Student Life Centre Operations, and Student Experience. The Committee is waiting for a final report and will review for the remainder of August.

The Committee approved additional consultation with the Board of Directors and Students’ Council at the September regular meetings. The President will be meeting with representatives from the Indigenous Students’ Association in the coming weeks for further consultation.

3.3 Committee of Presidents

The Committee of Presidents met on July 23rd and August 10th. The Committee discussed the following items at the July 23rd meeting:

- The societies resource manual
- Opening student spaces for Fall 2020
- BIPOC support at AccessAbility services
- Societies Code of Conduct

The President called a special meeting of the Committee on Thursday, August 6th to discuss the advocacy stance. When special council was called on Friday, August 7th, I made the decision to keep the scheduled special meeting to review and discuss the August 9th Council meeting. I used this meeting as an opportunity to provide context for the societies, answer questions, and receive feedback to share with the Executive team. No decisions were made at this meeting.
The Committee will meet again on August 26th and I will provide relevant updates at the September meeting of Council.
MEMORANDUM

TO: STUDENTS’ COUNCIL, BOARD OF DIRECTORS
FROM: THE OFFICE OF THE PRESIDENT
SUBJECT: INVESTIGATION OF CONDUCT AT THE SPECIAL COUNCIL MEETING AND BUSINESS ARISING
DATE: 18 AUGUST 2020
CC: BENJAMIN EASTON, CHAIR OF THE BOARD
     ALANA GUEVARA, SECRETARY OF THE CORPORATION

I would like to thank Council for allowing me the time to gather my thoughts, as we look to create the process for this investigation, and additional processes for reviews of this organization into the future.

Due to the events at the August 9th special Council meeting, and following review with counsel and Human Resources, I will be initiating an investigation and creation of a Final Report by the Office of the President (herein referred to as the “Final Report”) of conduct, policies and procedures and compliance, and individuals which led to the incidents at and following the meeting. The following is a summary of current and future actions which will influence the creation of the Final Report to Council.

Investigation Scope and Process
The President, in collaboration with the Chair of the Board and Vice President, Operations and Finance, will meet with various parties involved to investigate the process leading up to, conduct during, and following the meeting.

I have requested the following meetings to collect information which I will provide as a summary of feedback. These meetings will inform the recommendations and actions to be undertaken by the Executive team, Board of Directors, and Students’ Council (as applicable), and will be included in the Final Report. By the following meetings will take place from August 19th – August 28th regarding attendees at the Special Council meeting:

- Directors in attendance;
- Councillors in attendance;
- Members at-large in attendance;
- Vice-Presidents in attendance; and
- Any formal conduct complaints submitted to the President (pres@wusa.ca or exec@wusa.ca) will be reviewed in partnership with the Vice President, Operations and Finance.

As part of the investigation into the process leading up to the Council meeting, I will work with the Chair of the Board to review existing policies and procedures and compliance to be included in the Final Report. All
investigations into human resources matters and any communications with legal counsel are strictly confidential. As there are potential disciplinary consequences, the Chair of the Board and I will jointly determine the information from this process which may be shared with Council, in accordance with Corporate Policy 52: Freedom of Information and Secrecy in Corporate Governance. While this review and the Final Report are intended to provide as much information as is reasonably possible to Council, the Board reserves the right to redact any information from the Final Report.

Scope of the Final Report
The following will be included in the final report to the Board of Directors and Students’ Council, less any redactions deemed advisable by the Board of Directors:
- Summary of feedback from all groups present at the meeting;
- Summary of feedback received at exec@wusa and online from members;
- Identification of areas within the organization for review;
- Review of process and expectations leading up to the special Council meeting, as well as any deviation therefrom;
- Review of dereliction of duty by Committees of Council as it pertains to services oversight and administration;
- Assessment of roles of Coordinators, accountability, and recommended procedure;
- Review or creation of hiring panels for Coordinators and Associate Vice-Presidents;
- Codes of Conduct for volunteers, staff, commissioners, Executive and other members of governance; and
- Review of Executive conduct at the meeting, under the leadership of the Chair of the Board with the Office of President;
- Any businesses or matters that arose or may arise directly from the investigation.

I would like to remind Council that any information regarding allegations against WUSA staff (full-time and part-time) will not be public. Investigations will follow University of Waterloo Human Resources department and Board procedural processes. The Board of Directors will continue to receive updates during the course of this investigation.

Current Actions by Executives
At this time, the following actions requested of the Vice Presidents and management are able to be made publicly available. The Office of the President has made a full, unabridged schedule of actions taken by the Executive available for the Board of Directors, who will receive bi-weekly progress updates via email from the President and Chair of the Board.

- The Vice-President, Student Life will lead a comprehensive review of all student-run services by the Campus Life Advisory Committee, to be included in the Final Report to Council. Therefore, I offer this resolution to Council to allow the President, the Vice President, Student Life, and the Campus Life Advisory Committee to begin this review:
Note: The Campus Life Advisory Committee is currently reviewing the mandates of the Services, as previously reported by the VP Student Life. This full review is replacing the routine mandate review which is currently underway.

Whereas, the President has tasked the Vice President, Student Life with the formal review of all student-run services,

Whereas, the Campus Life Advisory Committee (CLAC), under Procedure 25, is tasked with the review of services,

Whereas, the President will undertake the review of CLAC and the Internal Administration Committee (IAC), as part of the Council investigation,

Whereas, the President, as a non-voting member of CLAC, will oversee the direction and scope of the service review with the Vice-President, Student Life;

then

Be it resolved that Students’ Council directs the Campus Life Advisory Committee (CLAC) to initiate a formal review of all student run services, with guidance and oversight from the President regarding strategic direction and any interrelation with respect to the conduct of the Investigation of Conduct, as outlined in this Memorandum; and

Be it further resolved that the President and Chair of CLAC will provide a proposal to Council on the direction of the student services review for adoption at the September meeting; and

Be it further resolved that the Chair of CLAC, or designate, will provide updates on the process of the student-run services review at each meeting of Council; and

Be it further resolved that the Strategic and Long-Range Plan Committee (SLRPC) will review the student-run services review report to ensure recommendations suitably align with the Long-Range Plan, and shall then provide this report to Council for acceptance.

- The Personnel Committee will review the current process for hiring and training for all Commissioners and Associate Vice-Presidents.
- The Vice President, Student Life will review service operations (Procedure 26) in partnership with the Internal Administration Committee (IAC). Therefore, I offer this resolution to Council to allow the President and the Internal Administration Committee to begin the review:

Whereas, the President has tasked the Vice-President, Student Life with the formal review of service operations and coordinator training,

Whereas, the Campus Life Advisory Committee (CLAC) is tasked with the review of student run services,

Whereas, the Internal Administration Committee (IAC) is tasked with the administration of services,
Whereas, a review of service operations and coordinator training is not clearly the purview of either CLAC or IAC; then

Be it resolved that Students’ Council hereby interprets Council Procedure 10 to allow IAC to review service operations and coordinator training given their relation to administration, oversight, and discipline of services; and

Be it further resolved that the President as a non-voting member will oversee the strategic direction of the review and include all findings in the Final Report described in this Memorandum; and

Be it further resolved that the Chair of IAC, or designate, will provide relevant updates to the Students’ Council in a report for information at all regular meetings of Council.

- The President, in partnership with the Vice-President, Education, will create an organization-wide code or conduct and Social Media Policy, to be included for adoption in the final report.
- The President will investigate dereliction of duty by CLAC and IAC in the prior governing years, overlap of mandates, and an assessment of their proper functioning, roles, and historical scope. Any amendments to Committee responsibilities or function will be prepared and provided in the Final Report.
- The President, in partnership with the Policies and Procedures Committee, will review any policies and procedures recommended for amendment by the final report.
- The President has begun the investigation into the conduct at the August 9th meeting, in collaboration with the Conflict Management and Human Rights Office (CMHRO).
- The President will receive advice on and secure EDI training for Councillors, volunteers, and staff from the external EDI consultant, with the assistance of the Vice-President, Student Life, the AVP Equity, and any relevant staff members or campus partners.

By virtue of the authority vested in me as President of WUSA, in order to discharge my responsibilities to provide supervision and management, and to ensure a full and thorough investigation on these affairs, I have directed the above actions to be initiated. To clarify and ensure authority exists for exploratory action and recommendation on business arising from my investigation, I seek Council’s acceptance of this Memorandum.

If you have any questions or suggestions on scope of the Final Report, or believe something further should be investigated, please do not hesitate to contact me at pres@wusa.ca.

Warm regards,

Abbie Simpson
President and Speaker
Waterloo Undergraduate Student Association
Vice President, Operations & Finance
Council Report

Alana Guevara
August 23rd, 2020
1.0 Monthly Summary

Hey everyone, it’s been a crazy month getting ready for the Fall term. Everything I’ve worked on is below, but I hope you’ve all had a great term aside from Covid.

If anyone ever has any questions, comments, or concerns, please do not hesitate contact me via email (vpof@feds.ca), phone (ext. 33880), or Teams.

2.0 GRT – Fall 2020

In negotiation with GRT, they were unwilling to have an opt-in process for the Fall 2020 Upass. This would have left a large percentage of students paying for something that they could not use if they were living outside of the region for the term. Suspending the UPass for the term was the most equitable solution.

Further negotiation led us to the $300 term pass now being offered at the Turnkey desk in SLC. This is the pass usually sold to Conestoga College students through their student association. While this is a more costly pass, it is 15% cheaper than purchasing the GRT monthly passes for 4 months. In addition to this option, we have installed the systems at both Turnkey desks to sell the $5 GRT fare cards for students to top up and pay per ride. With this card, the cost per ride is $2.86 opposed to the usual $3.75.

Though this solution is not as cost effective for those students living in the region for the Fall term, it was a necessary shift for the interests of all students.

3.0 Committee Updates

3.1 Budget & Appropriations Committee (BAC)

The Budget and Appropriations Committee has met 6 times this term aside from transition and introductory meetings to discuss the following items:

- **Extraordinary Allocation for Anti-Racism Action Plan**: $2K from the General Fund for an external group focused on equity/anti-racism advocacy. $8K to be approved and reserved by IFC for student groups to apply to for anti-racism advocacy. (This $8K, if not approved by IFC to be funded from the General Fund).
- **FY2021 Budget Report**: The Committee met a number of times to discuss the FY 2021 Budget Report, submitted for approval at this Regular Council Meeting.
3.2 Internal Funding Committee (IFC)

The Internal Funding Committee has had difficulty coordinating meetings this term. Discussion has taken place via email about the 3 applications for the term and an email for e-vote will be sent to the Committee.

3.3 Planning Student Spaces & Works Committee (PSSWC)

The PSSWC has met once this term to discuss funding for the architectural design of the Bombshelter Pub Space. The Committee approved the following motion:

**Motion proposed by VP Guevara:**

Be it resolved that the Planning Student Spaces and Works Committee approves expenditure up to $51,000 from the Capital Program Fund for the Architectural Design of the Bombshelter Lounge Space.

*The motion carries unanimously.*

Our project team for this space has been working closely with Plant Operations and the Architects on this design.
Vice President, Education
Council Report

Megan Town
August 2020
1.0 Monthly Summary

1.1 General
Since last council it has gone from being relatively quiet to being super busy!

There has been significant external advocacy including letters to government on: housing, funding for upstream social services and the federal government’s budget. We submitted written pre-budget submissions to the federal government on behalf of UCRU and WUSA. This was a significant initiative that I am quite proud of UCRU and Muriuki for accomplishing!

As Council knows, I’ve been at the front line of communications relating to our letter to Doug Ford. As a result, I did not have time to prepare the completed sections of the housing report for Council. With the increase in research capacity for the fall term, I expect progress on that project to resume.

1.2 Communications
• Spoke at Waterloo Regional Council on the UPass
• I participated in a panel with Minister Romano’s office on COVID-19 recovery for students

2.0 Projects & Goals

2.1 Teaching and Course Quality in Response to COVID-19
The teaching form is still live. We are beginning to hear concerns from students who are coming on-term in the fall. Institutional Analysis and Planning conducted a survey and the results can be found here. I’m awaiting the start of the fall term and will begin working more actively if we have not seen improvements from the spring term.

I’m also auditing a couple courses in the fall so I’ll have that personal experience!

2.2 WUSA Town Halls
The first town hall went quite well. We’re planning for another town hall in late September/early October. We’re discussing how to improve the event and transition into this as a staff-run regular initiative.

2.3 Student Research Program
My AVP Academic, Matthew Gerrits is beginning to work on what a framework for compensating students who provide research data for us. This work was delayed by Matthew assisting with some government and anti-Black racism advocacy. More details to come!
2.4 Expanding Research Capacity

Our first research student has been hiring for the fall! My AVP Provincial and Federal Affairs will also be joining us full-time in the fall as the AVP Government Affairs to support research duties.

2.5 External Advocacy

In addition to authoring OUSA papers, I have been elected to be the UCRU Advocacy Committee Chair. As such, I play a significant role in developing our advocacy. Thus far, we’ve issued a letter on support for municipalities, a response to the cancellation of the Canada Student Service Grants program and the pre-budget submission. We are currently working letters related to the COVID-19 student support package and preparing for an advocacy week in the fall.

2.6 Additional goals

In addition to my goals on the annual plan, I’m also going to be working on a number of other initiatives. Later this year, I hope to work with our full-time staff to improve our processes for advocacy planning, research and communications.

Right now, I’m working on developing an organization-wide code of conduct and continuing to work on updating policies.

3.0 Key Meetings

I invite questions on details about any of these meetings.

3.1 WUSA

- Attended ESS council to discussion upcoming OUSA policy papers

3.2 University

- Student Services Advisory Committee
  - I was unable to attend this meeting, the other executives were present
- Regular meeting with Dave DeVidi
- CoSMH Recommendation 12 Working Group meetings
- Phishing Simulation Advisory Group meeting

3.3 External

- Meetings with GRT on UPass/term pass
- OUSA Steering Committee
- OUSA mental health compassion fatigue training
• Introductory meetings with: Mayor Jaworsky, Councillor Henry and Mayor Vrbanovic
• One-on-one with OUSA President
• Introductory/housing concerns meeting with MPP Fife and representatives from the Laurier Student Union
• OUSA GBA+ and privilege walk training
• OUSA think tank on Comprehensive Access Paper

4.0 Committee Termly Summary

4.1 Education Advisory Council
EAC meeting minutes can be viewed here.
This committee has conducted significant work on policy renewal and also serves as an issue-identification and feedback body.
Policies were developed by AVPs and reviewed by EAC. Those worked on this term included:

• Policy 34: Differential and Relative Grading
• Policy 70: Carbon-Neutral Investing
• Policy 27/44: Local Transit
• Policy 22: Plagiarism Detection Systems and Intellectual Property
• Policy 33: Student Discipline

The committee also provided feedback on issues arising such as:

• Fall term concerns
• Anti-Black racism
• International students and CESB
• OUSA policy paper consultation

4.2 Co-op Students’ Council
CSC meeting minutes and slides can be viewed here.
This committee is primarily a discussion and feedback mechanism for CEE. Topics of discussion over the course of the spring term have included:

• Interview process adjustments due to COVID-19
• Flexible pathways for the spring term
• Flexible pathways for the fall term
• Accommodations for international students working in their home country during the fall term
• Employer recruiting efforts Co-op is doing
• Student Performance Evaluation modifications
• Modification to timelines for fall application process
• Labour market analysis in light of COVID-19
APPENDIX B - CHAIR OF THE BOARD OF DIRECTORS REPORT

Chair of the Board of Directors
Report to Students’ Council

Benjamin Easton

23 August 2020

Waterloo Undergraduate Student Association
Formerly known as Federation of Students, University of Waterloo

wusa.ca
200 University Ave W, Student Life Centre, Room 1116, Waterloo, ON N2L 3G1
1.0 Meetings of the Board and General Updates

14 July 2020 Regular Meeting
Board approved changes to executive transition through amendments to Board Procedures 12 and 23. Board discussed the results of a recent staff satisfaction survey and approved the execution of a contract relating to the Marketing and Communications Department of WUSA.

11 August 2020 Regular Meeting
Board accepted recommendations arising from the staff satisfaction survey, and tasked Chair Easton and Director Sharma with developing a process for soliciting feedback from directors on evaluating executive performance. The Board also discussed conduct of members, directors, executives and staff at the 9 August 2020 Special Meeting of Students’ Council.

2.0 Attendance at Board Meetings
All directors were present for the July and August Regular Meetings of Board except Vice President Abouelnaga who was excused from the August Regular Meeting.

3.0 Other
As always, please do not hesitate to contact me with questions or concerns at any time at chair@wusa.ca.
Faith

Faith is said to be trust or confidence in someone or something. However, faith like many things, can be twisted, contorted and abused. We have lost sight of faith and need to understand the difference between faith, good and bad. In the world we live in, it is often difficult to discern between actions made in good faith, and those which are not. I see good faith as being plain; actions are limited to intentions, and intentions are stated. Good faith is self-fulfilling, in that if you seek to act in good faith, you are already doing so by virtue of your intentions. Actions made in bad faith, however, are neither similar nor opposite to those made in good faith. While an action made may indeed be virtuous, it may be executed in a manner which is contrary to good faith. In some cases, the ends do not justify the means. When an individual uses faith to achieve a goal while actively quashing dissenting opinions of good faith actors, be it by stating they are not genuine in their intention, or perhaps alleging others’ actions as being in bad faith, that individual themself is in fact, acting in bad faith.

APPENDIX C - REPRESENTATIVE REPORTS

Faith

Faith is said to be trust or confidence in someone or something. However, faith like many things, can be twisted, contorted and abused. We have lost sight of faith and need to understand the difference between faith, good and bad. In the world we live in, it is often difficult to discern between actions made in good faith, and those which are not. I see good faith as being plain; actions are limited to intentions, and intentions are stated. Good faith is self-fulfilling, in that if you seek to act in good faith, you are already doing so by virtue of your intentions. Actions made in bad faith, however, are neither similar nor opposite to those made in good faith. While an action made may indeed be virtuous, it may be executed in a manner which is contrary to good faith. In some cases, the ends do not justify the means. When an individual uses faith to achieve a goal while actively quashing dissenting opinions of good faith actors, be it by stating they are not genuine in their intention, or perhaps alleging others’ actions as being in bad faith, that individual themself is in fact, acting in bad faith.
From: John Hunte, Undergraduate Student Representative
Date: August 16, 2020

Open Letter to Undergraduate Students
Holding Faith

Dear Fellow Students,

I write to you on the matter of faith. Faith had, good faith, bad faith, and lost faith. From the first General Meeting of the (then) Federation that I had the opportunity to attend, I have had faith in our organisation. I have been convinced that we existed to help students, and that we did. In the past years, countless improvements have been made to students’ interests at the University of Waterloo. From my days as an at-large member of the budget committee, I have only ever sought more involvement. My first election campaign was a failure, however despite this I continued to pursue involvement, looking to the Mathematics Society, where I found a welcoming community. From then it has always been a joy to know I have been a part of something bigger than myself. When I became a Councillor and Director, I became acclimatised to the nuances of being both a representative, and a trustee. At Council, I learned to suppress the views I held personally, and to outwardly speak the views of my peers I represented; while at Board, I enjoyed the ability to speak frankly, and apply my knowledge of financial controls to ensure the longevity of the Federation for students, both now and future. Through this time, despite numerous disagreements that arise naturally in the course of student affairs, I never lost sight of the principal objective of our existence: student representation. I held faith in us.

Disagreement is only natural. In fact, it is healthy, and good outcomes thrive where there is active debate, dissension and constructive feedback. I recall a time where discourse in the boardroom was intense, yet we were able to leave our quarrels where they were had, and after head out to the pub we know all too well. We were able to do this because of our knowledge that each person’s actions and views were exercised in good faith. Nobody questioned each other’s motivations, as we each held faith that the other’s intentions were to the benefit of all students, and that of the organisation. One thing united us, and it was our faith: in one another and in the overarching mission of the Federation. We held faith, and it was good faith.
Unfortunately, I can no longer say that I hold faith in us, as a whole. The Council’s last meeting on Sunday, August 9, 2020, has left me disappointed in where we have come as an organisation. The gross display of prejudice and disrespect from attendees, including our staff, directed towards Executive and Councillors, myself included, has left me shaken in every sense of the word. Shaken, because that was when I realised that I no longer held faith in the intentions of some members present. Shaken, because I have for the first time in my involvement at WUSA, had my character brought into question. My character questioned not for expressing my own views, but for conveying the views of my constituents gained from consultations, for carrying out my function as a Councillor, and for attempting to enforce decorum in the interests of the meeting’s efficient conduct as Council’s Deputy Speaker. After years of operating in good faith, I had for the first-time experienced persons within the organisation who, despite their virtuous objectives (with which I hold no personal objection), were acting in bad faith.

I now speak to my lost faith. Any individual who acts in bad faith towards others must reconsider their purpose. They must internally determine where they acted inappropriately and make a conscious decision not to repeat those measures. After having been shaken out of my blissful ignorance, I no longer bear faith that everyone within WUSA welcomes open debate and civil discourse. The attitude of “my way or the highway” has no place in our association. Even those beyond repute must sincerely receive critique and assume good faith in those they meet. And yet, I now have little trust that when I present the views of my constituents or enforce fair rules of order that I will not be personally attacked. My confidence in our ability to maintain a civil discussion on important issues that affect students is lost. I question our ability to promote the common welfare and interests of our students, in a way that is not influenced by groups acting in bad faith, notwithstanding admirable goals. In doing so, I question our current purpose and efficacy. In questioning I have come to realise that I have no faith in some elements of our operation.

Nevertheless, I have faith that the damage done is not irreversible, that there is a way forward, and that these elements are not representative of the whole.

It is up to each of us to find it.
I will now address the meeting itself, and the subsequent occurrences.

In short, it is my belief that persons came into the meeting with vastly different expectations and assumptions of its objects. This meeting was not a “#TownHall” as erroneously promoted, but a formal Council meeting, and consequently it was run in such a manner. Requests to respect the rules of order were neither coercing speech nor directing how one should think, and requests to remain civil in one’s discourse are not tone policing — they are procedurally-enshrined common courtesy. I understand how our peers may have felt wronged being asked to wait their turn when they came to this meeting expecting a town hall, however Council never promoted it as such.

I detest the gross oversimplification of what happened last Sunday. Sunday’s meeting was not just about a letter. Sunday’s meeting dictated what “We, the Undergraduate Students at the University of Waterloo” desire, which is much bigger than a letter. It is a principle. Those who said this letter was about whether or not we support the safety of students, sought to turn constructive debate to ad hominem, asserting that “if you don’t support this, you don’t support student safety”. This is, quite frankly, a lie. These individuals built a strawman argument, said that any opposition to the motion at hand was in support of the strawman, and attacked the strawman argument. They simplified the issue to whether a Councillor “supports or doesn’t support a simple letter”, when in fact there were many other routes that could be taken – like hiring staff to conduct student consultations or to hold a plebiscite to gain mass student input. To seek constructive discussion, free from logical fallacy, on the nuances and impacts of a policy stance affecting the 35,000 students we represent is not tone policing or intellectual violence; it is making a sound argument, ensuring the decision made is a good decision.

To state that no one was explicitly called a racist at Sunday’s meeting is a cop-out. To tell Councillors that their requests to consult students were racist is to call Councillors racist themselves, and to dismiss the relayed aggregated opinion of the students they represent as racist does the same. Councillors have a legal and ethical obligation to “represent and act on behalf of their constituents, insofar as they are able”; it is unreasonable to ask them to thwart that in favour of making a decision in 48 hours.

I support the stated objectives of RAISE, and recognise the importance of a group to support marginalised communities on campus. I recognize that there are serious and justifiable concerns with racism for many of our Black and Indigenous students as well as other students of colour, particularly within the Waterloo Region which Statistics Canada data demonstrates as having significant police-reported hate crime rates. Furthermore, I firmly reject the notion that “RAISE attacked people at Council”. Many parties were involved in Sunday’s meeting, and while RAISE – like Councillors – should be held to a higher standard as a WUSA service, they should not be singled out. Similarly, the Associate Vice-President Equity has been publicly harassed in a manner that is not conducive to solving the issues brought up on Sunday.
Unfortunately, recent communications have shown no desire to acknowledge inappropriate and at times bad faith actions, and have again resorted to the rhetoric of Councillors requesting more time to research on their own, or to consult their constituents as “dismissing the extensive references and data provided”. As has been acknowledged by all, this is an enormously complex issue, and to tell Councillors to vote in favour of a motion when they believe they need to further consult the students they represent and express concerns with the scope of advocacy on this topic (particularly as it relates to post-secondary education), is to tell them to abandon their duty. Asking to consult more students does not erase the experiences of the students who have provided feedback, nor does it imply that Councillors are “questioning their existence on campus”, nor is it a racist euphemism for saying that they “don’t deserve rights”. These statements are hypocritical, as they ask Councillors not to hear more lived experiences of their constituents and removes other constituents right to representation. And while a Councillor can gather feedback of those they represent and still act contrary to it, if in their better judgement, they feel it serves their constituency well, that does not relegate the commitment to consult to not. I reject the notion that to ask for time to consult constituents is somehow anti-Black or anti-Indigenous. Councillors were told “If it doesn't affect you, then consider recognizing your privilege and better informing yourself prior to stating your decision on this topic...”, and in irony, it is that very same thing that Councillors sought. The recent social media posts are partial, and do not represent a complete story, though they claim to do so. Lastly, to address both the criticism of Councillors arising from disquieted corners of Reddit and Twitter, it is absolutely within a Councillor’s right to abstain on a vote where they feel the democratic process has been abused; and yes — calling into question a Councillor’s character for questioning a motion, in good faith, is reasonably an abuse of the democratic process. Make no mistake, it was recorded verbatim that our character was “being questioned, rightfully”.

For my part, that means engaging those who have disagreed with me and reconciling that difference. I have been actively involved with the AVP Equity, and RAISE Coordinators, with a mind to resolving this and bringing an understanding to all parties involved. We have deliberated how WUSA can better interact with the students it represents, and for how to ensure a meeting never devolves to the state of incivility that it did on Sunday.

In terms of acknowledging wrong actions, I will apologise for some of mine. I left the meeting in exasperation halfway through after having my character attacked, and though a proportional response, it was unbecoming of a Councillor entrusted to serve and represent the interests of his constituent. I have apologised to the Speaker for leaving her to fend for herself in such a hostile environment, and, in turn, we have both apologised to Council for failing to prevent the meeting from reaching the state that it did. To the undergraduates of Waterloo, know however that I returned to the meeting in my capacity as a Councillor to represent you.
It has now been a week without much said publicly from WUSA. The reason for this is that many of your representatives, especially your President, are working daily to resolve this. We are tired, worn-down, battered and in need of support. We have two sides of an argument, and we are caught in the middle. I do not desire a response to this letter, however those who feel they acted inappropriately at Sunday’s meeting should feel the need to address their conduct, and I welcome this. To these individuals, I now speak to you directly. I hold no ill will, and desire only to move forward in a manner unlike that we have left behind.

It is my utmost pleasure to continue to represent mathematics students and serve as an Officer of the Students’ Council for all undergraduates.

Yours Faithfully,

John Hunte
Councillor & Deputy Speaker of Council
Waterloo Undergraduate Student Association
Amanda: 

- Long term plan – reading through last year’s survey results and looking for themes
- Staff hosted town hall meetings with each cohort to discuss concerns, questions and logistics for the upcoming term. Many students in RX2023 felt like their concerns were not being heard during the townhall and felt as though “the school didn’t care about our concerns. It wasn’t a discussion.”
- Several pharmacy clubs and organizations held digital events throughout the month including a live yoga destress, an e-conference, and some trivia nights
- Several students voiced concerns about the booking system for accessing counsellors from the campus and pharmacy school staff are addressing the concerns and looking for solutions
- I reached out to constituents again regarding the upcoming Fall term. Some concerns included:
  - Safety concerns regarding in-person labs and in-person exams (rx2023)
  - Concerns regarding the number of co-op jobs available to be applied to
  - Financial concerns in regards to required labs being held in person and students either needing to still pay for housing in the city for just one day a week or arranging suitable transport
  - Transportation concerns for students who are moving back into the city with the changes to Upass this term
- Still looking to find more ways to connect with all cohorts including students off-campus
To: Waterloo Undergraduate Students Association Council  
From: John Hunte, Deputy Speaker of Council  
Date: 23rd August, 2020  
Re: Deputy Speaker Report

Dear Council,

The following Councilors have have reached or are above the threshold for removal. Explanations for absence have been included where provided.

- Jaineet Singh
  - Councilor Singh is currently studying while living with family and must cope with an 11hr time difference.

- Manas Suri
  - Councilor Suri is currently studying while living with family and must cope with an 9-10hr time difference. Manas has provided assurances that they will provide notice for expected absences in the future.

- Mokhash Parmar
  - Councilor Parmar has offered their resignation to Council.

- Nick Dosen
  - Councilor Dosen has previously provided the explanation that they were confused about the term dates, and had not been checking their emails for the first 2 Council meetings. Though Nick has attended all meetings since then, they remain eligible for removal until Council takes an action.

All Councilors have received warnings as per procedure.

In addition, I have received the attached correspondences with regard to carbon neutral investment.

Regards,

_________________  
John Hunte
Dear Directors,

As a student of the environment faculty I would like to express my concern, shared by many other UW students, regarding UW’s investment in fossil fuel and pipeline companies. It is unethical of the university to invest millions of dollars through student endowment funds to companies that contribute to global carbon emissions, pose harm to vulnerable communities and engage in corrupt practices. Further, it is contradictory for students to be investing in education so that we can change the earth’s trajectory while simultaneously investing in a sector we are trying to dismantle. This sentiment is shared by many members of the student body and some groups, like the graduate student association, have already divested their funds. I ask you to vote to support WUSA’s taking an official stance supporting divestment from fossil fuels and to advocate for the Board of Governors vote in favour of moving to a carbon neutral investment portfolio.

Signed,

Shannon Harris
Dear Officers of Council,

As a student in Environment represented by you at WUSA, I ask you to vote to support WUSA’s taking an official stance supporting divestment from fossil fuels and to advocate for the Board of Governors vote in favour of moving to a carbon-neutral investment portfolio. GSA, WESEF, the Faculty Association Climate Justice Group, and many WUSA clubs already support this position.

Our futures are put at risk by the companies in which the University of Waterloo invests our endowment contributions. As of September 2019, at least $61 million of the university’s investments are in the energy sector, comprised of fossil fuel companies, pipeline companies, and companies that are indirectly involved in the fossil fuel sector development. These investments include $20.3 million from the student endowment fund.

These companies are responsible for decades-long climate-denial campaigns, human rights violations, and corrupt practices. They are also primary contributors to global carbon emissions, resulting in effects that include the rise in the frequency of extreme weather events, such as high-category hurricanes, forest fires, and flooding, the displacement of populations, and increases of food and water insecurity.

Not only is it unethical for our money to be invested in these industries, our finances are at risk, as well. Fossil fuels are almost guaranteed to become stranded assets by increasing restrictions on carbon emissions. Further, because the risks associated with the climate crisis threaten other investments, we support the move to make the Investment Fund carbon neutral. It is not only fossil fuel companies, and their associated infrastructure that are at risk from climate change. Investments in industries that might be exposed to climate risks, e.g. floods, fires, droughts, resource degradation, are also exposed. These include transport, utilities, agriculture, real estate, and water assets. What is needed is a holistic approach to divestment that would consider climate risk and carbon-related stranding of assets.

Several groups at the University have already voted in favour of divestment. Environment students voted in 2016 in favour of divesting their funds from fossil fuels, and are continuing to push the University to take the same stance. The Graduate Student Association has divested its funds and the Faculty Association has divested its strike fund. We hope that WUSA, too, will recognize the imperative of acting at this time of climate crisis.

It is irresponsible and unethical for the University of Waterloo to continue to invest our money with no regard for the consequences that will be faced due to the carbon footprint it carries. On August 23rd, we ask WUSA to stand in support of divestment, a transition to carbon neutrality, and to fight for the futures of the students it represents.

Signed,
Michelle Angkasa
2A Environment and Business

Federation of Students
August 23, 2020
To the good members of WUSA Students' Council,

Greetings from the Associate Vice President, Academic Affairs. It is my pleasure to report to you on my activities of the past three months. While I have not accomplished nearly as much as I had hoped, I look forward to giving you two more termly reports this year.

The beginning of May was dominated by the transition from VP Education to AVP, Academic Affairs, and I found that the first few weeks were focused on the UCRU federal advocacy and the testimony to be made to the Human Resources, Skills and Social Development and the Status of Persons with Disabilities Committee of the Canadian House of Commons. This was accompanied by a submission of the transcript for the committee’s consideration. I also later, on behalf of OUSA, also participated in an interview for the Globe and Mail. June also saw me transition out of the OUSA VP Finance position.

Since then, the major highlight of my time as AVP has been working on some key policy updates with regard to Council policies on Plagiarism, Course Evaluations, Student Discipline, and Partial Grade Return. These policies have all seen some degree of substantive change, with some seeing complete overhauls. All policies have also been migrated to the new policy standard. Some are still sitting with the Education Advisory Committee in the editing stage.

Another area of activity has been preparing proposals for future action items for the consideration of the Vice President.

I have also offered support in various capacities, including on racial equity and stakeholder relations analysis for the strategic plan.

With regards to committee work, the only university committee on which I currently serve is the Policy 70-72 committee, which is in a summer dormancy period typical of the university administrative environment. Work there progresses well, though due to bonds of confidentiality, I am not at liberty to share further details with Council at this time.

In the coming months, I look forward to other projects, and am anticipating spending time collaborating with the Vice President on research initiatives, on policy work for OUSA, among others yet to be determined. For Council’s information, the workload of the AVP Academic is typically rather even between terms, with a slight increase in duties in Winter due to teaching awards. I have structured my academic obligations accordingly and will be taking 3 or 4 courses in the Fall term.

I am thankful for the support and camaraderie of WUSA full-time staff, the Vice President, and my follow Associate Vice Presidents, and am happy with the work environment, COVID-19 notwithstanding. I look forward to many more productive months and look forward to continuing to work for this organization.

I wish you all well and thank you for your service on Students’ Council this year.

Sincerely,

Matthew Gerrits
Associate Vice President, Academic Affairs
Waterloo Undergraduate Student Association
I started my position as Associate Vice President (AVP) Experiential and Co-op Affairs in May 2020. My primary duties include acting as the bridge of communication between Co-operative and Experiential Education (CEE) and the Waterloo Undergraduate Student Association (WUSA), advocating for undergraduate student needs and issues pertaining to co-op, and serving as a representative on several committees.

**COVID-19 Working Group and Critical Co-op Challenge (C3) Student Engagement Action Group**

Due to the COVID-19 pandemic, co-operative education was greatly affected. As some companies did not have the capacity to transition to remote work, many University of Waterloo (UW) students were let go or chose to leave their work term early due to safety concerns. Many students also had their co-op offers for the Spring 2020 term rescinded as a result of a variety of factors (i.e. funding, inability to accommodate for remote work, etc.). To combat these issues, the co-op COVID-19 Working Group was established. We met twice a week from May to June as the group developed and revised frameworks to better support students. The Flexible Pathways framework for both Spring and Fall 2020, decisions for international work terms, and communications materials were discussed.

The COVID-19 Working Group has been separated into various working groups. I am now part of the Critical Co-op Challenge (C3) Student Engagement Action group. This group meets weekly and focuses on exploring proactive and responsive support options to address the challenges posed by COVID-19 to co-op employment.

**Education Advisory Council (EAC)**

The Education Advisory Council is led by VP Education, Megan Town, where all of the other AVPs, student societies’ VP Academic, and councillors review academic policies. Thus far, I have developed a draft for Policy 27 - Transit Policy alongside AVP Provincial and Federal Affairs, Muriuki Njonjo and other EAC members. We will continue to review our policy draft and discuss it at the September EAC meeting before voting.

**Policy 70 Committee**

As a member of the co-op Policy 70 committee, we meet to discuss submitted appeals and petitions. A student submits an appeal or petition if they feel that an exception or different decision is warranted in terms of their co-op employment arrangements. The appeal or petition is heard during the Policy 70 meeting, and an advisor and I will vote. If needed, the committee Chair will weigh in to break the tie. We have been meeting every week, sometimes twice a week, since I have started this position.
Co-op Student Council is led by myself, where various updates happening within co-op are presented to the student societies’ VP Academic. We have met a total of three times this term, with many updates regarding supportive arrangements to address the challenges posed by the pandemic, and most recently, a Labour Market Analysis presentation by Robert Craig.

**Improving BIPOC Experience in Co-op**

WUSA established an Anti-Black Racism Working Group to address equity issues for Black students. As concerns were raised regarding the fact that Black students are currently not receiving the same opportunities as other non-black students in terms of co-op employment, I coordinated an introductory meeting between Co-op Student Experience Managers, Brent Thornhill and Karleigh Nyman, WUSA AVP Equity, Victoria Rodney, and Account Manager, Colleen Phillips-Davis.

Our discussions were centred around improving BIPOC students’ experience in co-op. It is acknowledged that some students prefer not to come forward with issues experienced within the workplace due to the power dynamic between the employer and student, and/or students feel that student advisors are unapproachable. It was suggested to include equity in CECA hiring in an attempt to help students feel more comfortable speaking to staff they potentially share similar lived experiences with. In addition, it was recommended that CEE explores potential partnerships with Black and Indigenous organizations to maximize co-op opportunities for these students. Thornhill brought our discussions forward to CEE management and organized an introductory meeting for Rodney and I with Associate Provost Norah McRae. This meeting will be taking place September 9th, 2020.
Waterloo Undergraduate Student Association

Date: August 1, 2020
To: Megan Town, VP Education
From: Muriuki Njonjo, AVP Provincial & Federal Affairs
Subject: Provincial & Federal Affairs Spring 2020 Report

Purpose:
The purpose of this brief is to update the Vice President Education as well as the rest of council on my work and subsequent achievements as Associate Vice President, Provincial & Federal Affairs in the Spring 2020 academic term. These are itemized below. Please note that for this period, I also served in the Municipal Affairs docket as Municipal Commissioner.

Brief:
1. Ontario Undergraduate Student Alliance
I published a transit related article on behalf of WUSA for the Ontario Undergraduate Student Alliance’s (OUSA) annual publication, Habitats. My article discussed the importance of expanding the Kitchener railway line to enable Two-Way-All-Day-GO train service between Toronto and Waterloo Region. In my article, I call on the students of Ontario to join the present effort advocating the Provincial government to allocate resources towards this project.

2. Gender-Based & Sexual Violence Prevention & Response
The OUSA published an extensive report the outlines its policy on Gender-Based & Sexual Violence Prevention & Response in Ontario campuses. I prepared a policy brief on this report and I am currently preparing a presentation based on that brief for our full-time staff. This presentation and brief outlines the challenges in regard to this issue as well student recommendations for the Provincial government and Post-Secondary Institutions (PSIs).

3. Student Housing
I took a particular interest in student housing issues especially in light of the current pandemic which has left a lot of students in precarious positions. My work focused on exploring ways in which WUSA can support students through our government advocacy. To that end, we engaged Municipal partners extensively as well as colleagues over at WLU. We have since presented our findings and recommendations to our local MPP who will present our case for student rent relief to her caucus and relevant Ministers.

4. EAC – Local and Regional Transit
I participated in EAC this term, lending my voice to various policy proposals. I also authored WUSA’s Policy 27, Local and Regional transit.

5. Tackling Anti-Black Racism on Campus
I participated in the Anti-Black racism action plan working group to explore ways on how to address and tackle anti-blackness on campus.

6. Government Submissions
I presented potential policy items for UCRU’s consideration as part of their submission to the Federal government. I am currently preparing WUSA’s submission as part of consultations by...
Parliament's Standing Committee on Finance in advance of the 2021 Federal budget. Additionally, we are currently engaging the Provincial government with the help of Waterloo MPP, Catherine Fife in regard to the aforementioned student housing issue. In future, I hope to add WUSA’s voice towards the present advocacy effort pushing for the expansion of the Kitchener rail-line.

7. Municipal Affairs

Participated in the City of Waterloo’s monthly Town & Gown Committee meetings alongside other student leaders in the city. These meetings are a forum for local government leaders and students to address and solve the concerns of students and local residents.

Next Steps:

1. Prepare and present written submissions for Federal pre-budget consultations in advance of the 2021 budget.
2. Prepare and present final Policy 27 draft to EAC.
3. Student housing Provincial advocacy
4. Two-Way-All-Day-Go Provincial advocacy

**This list is by no means exhaustive as more priorities will be added in the coming weeks.

Recommendations

In the past the Provincial & Federal Affairs portfolio has been separate from the Municipal Affairs portfolio. Having served in both these capacities, I am recommending that the Vice President Education merge the two roles into a singular AVP Government Affairs role.
For Information

The new Committee met on June 16th, 2020 to discuss the revised timeline for the completion of the Long Range Plan. The new timeline allows for increased consultation with staff, governing bodies, and student groups. The final Long Range Plan will receive approval from Council at the October Council meeting. The Committee passed the following motion:

**Be it resolved that** the Committee approves the revised timeline for the Long Range Plan, as presented.

On June 30th, the Committee met to approve the Annual Plan. The Committee passed the following motion:

**Be it resolved that** the Strategic and Long Range Plan Committee approves the 2020-2021 Annual Plan, as presented.*

One member of the Committee expressed concerns with measurement of the plan. President Simpson responded that the Executives are creating an operating plan over the spring term to provide to the Committee and the Senior Leadership Team for review throughout the year. This operating plan will provide clear milestones for the goals presented in the plan. The Committee member agreed with this idea. The operating plan will be an internal document.

*After the meeting, the Board of Directors requested language changes for one section of the plan. The President made these changes and reported to the Committee for approval.

The plan is now available on [https://wusa.ca/executive-team](https://wusa.ca/executive-team) for membership to review and is included in the President’s Report to Students’ Council.

The Committee last met on July 28th to review the information the President complied from the previous Committee’s work to provide the Committee with the current direction and solicit feedback. The President is reviewing feedback from the Committee and making additions to the working document.

Currently, the Committee is working to collect information from the department SWOT analysis exercise lead by the President from July 27th to August 4th. The Executive Assistant will assist the President in compiling notes from the exercise to present to the Committee at the upcoming meeting on August 25th.

The Strategic and Long Range Plan Committee approved the following consultation expense:

**Be it resolved that** the Strategic and Long Range Plan Committee approve the spending of $1,000 on student consultation for the Long Range Plan.
The Committee believes that this is necessary for the Long Range Plan to consult with the Indigenous Student Society (ISA), an external campus group, to ensure we are following the recommendations for Indigenous consultation outlined by Policy 50: Indigenous Engagement and Inclusivity.

The President will complete the following consultations in the month of September, and report to the Committee with summaries:
- Board of Directors
- Students’ Council
- Indigenous Students’ Association
- Student run services, in collaboration with the Services Manager

Federation of Students
August 23, 2020
Appendix E - General Items

Policy 28: Gender Neutral Facilities
Policy class and category are reversed. Revise as below:
Policy Class: Advocacy
Policy Category: UA

Policy 42: Undergraduate Course Syllabi
Policy class and category are reversed. Revise as below:
Policy Class: Advocacy
Policy Category: UA

Policy 47: Sexual Violence Prevention and Response
The policy statement doesn’t clearly communicate the stances and recommendations of the policy and the purpose doesn’t communicate the purpose of an advocacy policy

POLICY STATEMENT: WUSA believes that the University of Waterloo is responsible for fostering a safe, welcoming and inclusive environment. To that end, the university should evaluate current systems for sexual violence prevention and response, make students more aware of sexual violence response resources that are available, require students to receive education in sexual violence prevention and response and make bystander intervention training available on campus.

PURPOSE: The purpose of this policy is to document student beliefs and recommendations with respect to sexual violence, prevention and response on campus. Applicable representatives will advocate for the objectives herein laid out.

Policy 61: Exam Scheduling and Relief
The policy statement doesn’t clearly communicate the stances and recommendations of the policy

POLICY STATEMENT: WUSA believes that current exam scheduling and relief practices do not adequately prioritize student mental health and wellbeing. More extensive exam scheduling policies should be developed to address the concerns identified in this policy.

Policy 63: University Class G Policies
The policy statement doesn’t clearly communicate the recommendations of the policy

POLICY STATEMENT: University policies have significant potential to affect undergraduate students. University policies current exhibit an approval structure that does not provide for mandatory undergraduate approval for polices that may substantially and primarily affect undergraduates. Furthermore, policies with broad implications are under the sole purview of the President of the University, with review by the Board of Governors of the university as the only recourse. Therefore, WUSA recommends the implementation of accountability, consultation and review procedures.

PURPOSE: The purpose of this policy is to document student beliefs and recommendations with respect to university Class G Policies. Applicable representatives will advocate for the objectives herein laid out.
Policy 64: Student Pedestrian Safety

The policy statement doesn’t clearly communicate the recommendations of the policy and the purpose doesn’t communicate the purpose of an advocacy policy.

POLICY STATEMENT: This policy address the overall safety of the large portion of students who are pedestrians in the immediate vicinity of the University of Waterloo and the greater Waterloo community. Students deserve an education in an environment that is safe from unreasonable hazard. Automobiles, when not appropriately constrained by adequate pedestrian safety measures, can pose an unreasonable hazard. WUSA recommends that local governments and the university investigate student pedestrian concerns and implement appropriate safety measures.

PURPOSE: The purpose of this policy is to document student beliefs and recommendations with respect to Student Pedestrian Safety. Applicable representatives will advocate for the objectives herein laid out.
POLICY STATEMENT:
Differential Grading can have effects that affect different students to differing degrees, especially when applied part way through a term. This policy establishes the Waterloo Undergraduate Student Association’s stance on these schemes. Furthermore, this policy takes a stance against the practice of relative grading, which can be detrimental for mental health.

PURPOSE:
To address and mitigate detrimental effects of differential grading and relative grading.

DEFINITIONS:
Differential Grading- Where an assessment or a series of assessments may be graded by multiple marking weighting schemes to yield different marks.

Syllabus/Course Outline (interchangeable)- A document for mandatory distribution that outlines critical information about the course, that serves as a contract between an instructor and students as to administration of the course.

Marking Scheme- The determination and representation of which assessments in the course will contribute to the final grade, and in which proportion.

Drop-No-Penalty Period- the period at the beginning of each term where a student may disenroll from a course without financial penalty.

Relative Marking- The practice of assigning marks relative to the performance of other students within the class, capping the total amount that the class as a whole can get at below 100% per student.
WATERLOO UNDERGRADUATE STUDENT ASSOCIATION

POLICIES

Positive bell curving - The alteration by an instructor of all individuals' grades within a class to move the class from its average after an assessment to a higher desired average, moving most or all individual marks higher.

SCOPE & EXEMPTIONS:
This policy guides the advocacy of the Vice President, Education, to prioritize according to capacity, opportunity and discretion.

Differential grading in this policy does not cover bonus marks, extra credit assignments, positive bell-curving or otherwise beneficially changing the grades resulting from an assessment, changes to a mark on the basis of a Verification of Information Form, grievance, petition, or appeal, or any policy that could be reasonably interpreted to be outside of the instructors control.

POLICY COMMUNICATION:
This policy requires no communication plan, and shall be updated on various WUSA information storage systems and website in the usual fashion.

POLICY:
1. The Waterloo Undergraduate Student Association believes:
   a. That students are entitled to information about weighting at the beginning of a course through a course outline or syllabus;
   b. That alterations to a syllabus are a bilateral negotiation between students and an instructor after the first version of a syllabus has been completed by the instructor within the first two weeks of class;
   c. That grades should generally reflect performance accurately, and that marks should not be unreasonably withheld;
   d. That students should be able to reasonably expect that they will be graded in a fair and equitable manner;
   e. That competition at the University of Waterloo should be structured to lead to higher academic achievement and a sense of self-competition, rather than interpersonal competition

2. The Waterloo Undergraduate Student Association is concerned:
   a. That some instructors do not adequately inform students of marking schemes in their course outline.
   b. That differential grading, specifically when applied as a syllabus change during the term, can lead to adverse outcomes, such as disadvantaging a student who invested equal time and effort into each assessment. Differential grading, specifically when applied as a syllabus change during the term, can lead to adverse outcomes, such as preferencing a student with a smaller number of strong assessments over those with a more consistent but slightly lower performance on all assessments.
b. That students are unaware of their rights and have minimal avenues of recourse to address syllabus changes.

3. Therefore, the Waterloo Undergraduate Student Association recommends:
   a. That the University of Waterloo should obligate a preliminary marking scheme to be included in each course outline.
   b. That the University of Waterloo develop Academic Calendar text demonstrating that if multiple marking schemes are used, that the student shall be assessed using that which returns the highest mark.
   c. That the University of Waterloo develop guidelines respecting amendments to grading schemes after the drop-no-penalty period ends;
   d. That the University of Waterloo institute that such a guideline require that any change to a marking scheme that would conceivably lead to a student having a lower grade shall require unanimous consent of all students present in a class;
   e. That in the case of cumulative assessments, that ad-hoc marking schemes dropping earlier assessments be encouraged when a later good mark shows mastery of earlier material.
   f. That if a new marking scheme is agreed to without changes in which assessments are conducted, students shall always retain the right to be marked under the old marking scheme as one of multiple potential marking schemes.
   g. That the University of Waterloo ban relative grading through a guideline, or language in the Academic Calendar text.

HISTORY:
Developed by EAC, Winter 2014
Passed by Students’ Council, 4 April, 2014
Expired, 4 April, 2017
Redeveloped by EAC, Spring & Fall 2019

COMPLIANCE AND ENFORCEMENT:
This policy has no compliance and enforcement plan, as is typical fashion with regard to advocacy policies.

APPENDICES:
Cipher.
WATERLOO UNDERGRADUATE STUDENT ASSOCIATION
POLICIES

Policy Title: Carbon-Neutral Investing
Policy Number: 70
Policy Class: Advocacy
Policy Category: UA

Effective Date: [DATE]
Approval Date: [DATE]
Last Revision Date: N/A
Review Year: 2023

Sponsor: Education Advisory Council
Attachment: None
Responsible Bodies: Education Advisory Council

Authority:
- Charter of the Federation of Students: "To act as the representative of the undergraduate students of the University of Waterloo... including those students of various constituent faculties, schools, institutes, departments and colleges, both affiliated and federated, which are or may be from time to time a part of or associated with The University of Waterloo"
- Bylaws, Article 8: Students' Council: "Council shall have the power ... to set the Policies of the Corporation."
- Bylaws, Article 9: Officers: "The Vice President, Education shall be generally responsible for advocating on behalf of undergraduate students to the University of Waterloo..."

Key Words: divestment, fossil fuel, ESG, investing

POLICY STATEMENT:
In light of social and environmental responsibility as well as economic benefits, the University of Waterloo should strive for a carbon-neutral investment portfolio by 2030. Board of Governors' should communicate openly about progress towards carbon neutrality while soliciting stakeholder feedback.

PURPOSE:
The intention of this policy is to document the student opinion and develop advocacy objectives for responsible investing. Applicable representatives will advocate for the objectives herein laid out. This policy was written as a result of constituent feedback on the Board of Governors' actions.

DEFINITIONS:
ESG - Environmental, social and governance (ESG) criteria are a set of standards for a company's operations that socially conscious investors use to screen potential investments.

Divestment - The process of selling subsidiary assets, investments or divisions in order to maximize the value of the parent company, reduction of an asset or business through sale, liquidation, closure, exchange or any other means for financial or ethical reasons.
WATERLOO UNDERGRADUATE STUDENT ASSOCIATION
POLICIES

SCOPE & EXEMPTIONS:
This policy applies to anyone who is representing student opinion on University of Waterloo investments on behalf of the undergraduate student body as a whole. This includes executives, commissioners/associate vice presidents, and at-large undergraduate senators.

POLICY COMMUNICATION:
The Vice President, Education shall be responsible for informing student senators and other relevant advocates about this policy.

POLICY:
The Waterloo Undergraduate Student Association believes:
The University of Waterloo should strive for a carbon-neutral investment portfolio by divesting from fossil fuels and other carbon-intensive industries by 2030.

The Waterloo Undergraduate Student Association recommends:
1. The University of Waterloo's investments should continue to uphold ESG principles.
2. The Board of Governor’s should strive to minimize carbon intensive investments.
   a. Therefore, the Board of Governors shall consult with their fund managers on reduction in carbon-intensive investments.
   b. In line with minimizing carbon-intensive investments, the Board of Governors shall divest completely from fossil fuels by 2023.
   c. The Board of Governors should strive to achieve a completely carbon neutral portfolio by 2025 through gradual reduction in carbon-intensive investments and evaluation of risks, social benefits and fiduciary responsibility.
3. The University of Waterloo should investigate and report on the performance of their portfolios following incorporation of ESG principles.
4. The Board of Governors should regularly update students and other stakeholders on ESG investment progress including technical and plain-language reports.
5. The Board of Governors should provide opportunity for student input via open consultation or submission opportunities.
   a. Furthermore, student membership should be included on future investment working groups and committees
6. The University of Waterloo should develop distinct investment portfolios to allow key stakeholders greater input in where their money is invested.

Further to these beliefs and recommendations, the following background information is provided:

University of Waterloo has committed to ESG principles through United Nations' Principles for Responsible Investing. However, ESG investing does not guarantee divestment from fossil fuels and other carbon intensive industries. In addition, the Board of Governors has not been regularly updating students on progress towards responsible investments. As of June 2020, the latest detailed communication was released in 2018.
Most recently, the university has signed the Responsible Investment Charter for Canadian Universities. This includes commitment to:

1. Adopting a responsible investing framework to guide decision-making, in line with recognized standards such as the UN-supported Principles of Responsible Investment (UNPRI);
2. Regularly measure the carbon intensity of our investment portfolios and set meaningful targets for their reduction over time;
3. Evaluate progress towards these objectives on a regular basis and share the results of such assessments publicly;
4. Ensure that the performance evaluation of our investment managers takes into account their success in achieving such objectives, alongside the other criteria for assessing their performance.

An analysis of investment performance with and without fossil fuel stocks from 1927-2016 showed that divestment would not have reduced portfolio performance. Although there has been mixed support for the efficacy of divestment, some studies have shown that stock boycotts can be effective in influencing company behaviors.

Failure to divest from fossil fuels has been shown to have risks which adversely affect investments’ success. As the world shifts away from fossil fuels, oil and gas companies continue to hold significant reserves. Use of these reserves along with current production would exceed IPCC targets for CO2 emissions. This means that the valuation of these companies relies on assets which are not able to be realized. In addition to public shifts in perception, regulatory frameworks and government perceptions are changing. For example, Prime Minister Trudeau announced that companies seeking a federal loan as a result of COVID-19 will need to “demonstrate that they are disclosing their climate footprint, and the challenges that they might face in that regard.” This follows Canada’s commitment to 2030 emission reduction goals. The European Union has also set a climate & energy framework which includes greenhouse gas emission reductions.

Other universities have committed to divestment principles including Université Laval, Université du Québec à Montréal, University of Guelph, Concordia University, University of British Columbia, Queen’s University and University of Guelph.

At time of writing, the world is amidst a global pandemic due to COVID-19. The oil and gas industry was already in a downturn prior to a global crisis causing significant losses. The current situation demonstrates further concerns surrounding investment in carbon-intensive industries.

HISTORY:
Policy developed in consultation with EAC and members of Fossil Free UW in Spring 2020.

COMPLIANCE AND ENFORCEMENT:
This policy has no compliance and enforcement plan, as is typical fashion with regard to advocacy policies.
Dear Council,

Throughout my involvement with WUSA, I have seen very little from the organization concerning accessibility advocacy and support for students with disabilities. While I understand that the University already has AccessAbility Services (AAS), many students have encountered challenges accessing the resources and accommodations they need to succeed (myself included).

With AAS simultaneously playing the role of designed advocate and gatekeeper for students with disabilities, there is currently little recourse available if AAS itself acts as the obstacle. An undergraduate senior research project from 2018 (attached) identified numerous issues and barriers within AAS, including but not limited to:

- Lack of financial support for the upfront costs associated with registering with AAS, such as medical notes and psychoeducational assessments
- Students reporting instances wherein AAS advisors have spoken to them in an accusatory tone and questioned the validity of their documentation
- Frequent onus on students to self-advocate to AAS to receive the accommodations they need (Many disabilities limit one's ability to self-advocate effectively. Moreover, the ability to self-advocate can be read as a sign that a student is too high-functioning to require accommodations.)
- Assigned accommodations appearing to be somewhat arbitrarily decided (Many students have reported presenting with the "same disability" but receiving different accommodations, or being provided a different set of accommodations when transferred to a different advisor (a not uncommon occurrence)).
- Instances where accommodations have been removed in an attempt to wean students off of supports in preparation for the 'real world'

Beyond this, there are still many areas on campus that remain physically inaccessible to students with mobility constraints, or whose accessible routes are exceedingly convoluted.

AAS is predominantly funded through government grants which are calculated on a ‘per student registered with AccessAbility’ basis. This model results in serious fluctuations in their working capital and bottom lines, and thus is non-conducive to financing projects that proactively address accessibility issues. This, combined with a lack of clarity surrounding whose responsibility accessibility is- makes accessibility projects exceedingly difficult to enact.

The aforementioned pose substantial barriers to affected students’ ability to learn effectively and engage meaningfully with university life. Advocacy, in and of itself, is difficult; it is often even more difficult for individuals with specific functional limitations. Yet our
non-engagement in this sphere leaves the burden on individual students to push the resources they need to participate fully in university life.

In light of this, I ask that WUSA begin thinking more intentionally about what role it could and should be playing to advance accessibility and disability inclusion on campus, and act to address the gaps and barriers identified in UW’s existing system.

Barriers to accessibility are less noticeable to those lacking direct, embodied experience. Lest we make space to actively seek them out, they are apt to go unnoticed and unresolved.

Sincerely,

Stephanie Ye-Mowe
Environment Councillor
Barriers, Supports, and Inequity: Exploring the Experiences of Disabled Students at the University of Waterloo

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Abstract - Issues of equity and inclusion for disabled students are of critical importance towards building an improved and fairer post-secondary education system for all. While the University of Waterloo provides services, accommodations, and other supports for disabled students, many face barriers and find their needs are not adequately met. Analysis of these issues has usually focused on meeting legal requirements set forth in the Accessibility for Ontarians with Disabilities Act (AODA), but more perspectives are relevant to analyzing and improving the experiences of disabled students. This project goes beyond a single perspective, integrating policy recommendations and best practices with research in educational psychology, sociology, disability studies, and cases from the diverse lived experiences of disabled students. There is a need for research that makes these central voices heard and understood, and that is situated in the context of the University of Waterloo. The objectives of this research are to build a holistic understanding of the diverse lived experiences of disabled students, identify barriers faced by disabled students and their impacts on their lives, and identify relevant strengths, resilience factors, and opportunities for growth. Comparing existing research with first-hand accounts from disabled students at UW provides a more holistic account of resilience factors, challenges, and opportunities for growth at individual, classroom, and policy levels. Through review of the literature and discussions with disabled students, three main themes have emerged: access to care, interactions with disability support services, and implementation of accommodations. The results of this research can be used to inform recommendations for enhancing the experience of disabled students on campus.

I. Introduction

This report focuses particularly on the experiences, supports, and barriers involved in disabled students’ experiences particularly as they interact with the process of accommodations through AccessAbility Services (AAS), the University of Waterloo’s disability support service. Literature and reports were reviewed from across disciplinary perspectives, involving psychological and sociological studies of instructor and student experiences, along with overall campus climate; policy assessments, longitudinal studies, and reports; and, best practice recommendations including universal design and universal design for learning. These were applied to the context of the University of Waterloo (UW). In addition, this report takes into account many cases of disabled students at UW, demonstrating the impacts of both visible policies and occluded (though similarly consistent) interational instances. There are many barriers to success for disabled students, and providing a comprehensive discussion of them all would go well beyond the scope of this report. This will focus on three main themes that have emerged repeatedly in both literature and students’ discussions of their experiences relating to the process of accommodations at UW: access to services, determining accommodations, and implementation. The barriers involved act at not only institutional levels in policy and programming, but also interactionally with healthcare practitioners, instructors, advisors and support staff[1, 2].

II. Access to Services

Financial costs limit disabled students’ access to compassionate care, leaving many excluded from the outset. Both having a disability and lower family income are associated with a lower likelihood to
enroll in post-secondary education [3]. Further, financial supports or difficulties once enrolled in PSE have demonstrated impacts on continued enrollment and engagement, and financial stress is well-documented among post-secondary students [4]. For disabled students, this effect is magnified – gaining access to accommodations through the main disability support system, AAS, requires costs.

Students who had documentation for an Individual Education Plan or equivalent prior to university are often required to complete an additional psychoeducational assessment if the original diagnosis was over 2-3 years ago, even in the case of permanent learning disabilities with minimal (if any) variation in functional limitations, such as Specific Learning Disorders (SLDs) [5, 6]. Psychoeducational and neuropsychological assessments typically cost within the range of $1,500 to $3,500. For many with chronic conditions, a concrete diagnosis can take years of being symptomatic. A disability support service can facilitate access to disability-related bursaries, but this access is not provided until a student has registered with AAS and provided accepted documentation, creating a difficult situation for students who cannot afford these costs upfront.

A student who disclosed their mental health disability to AAS was referred to Campus Wellness to have a "Verification of Mental Health Disability" form completed. When booking the appointment, they were informed it would cost about $50. (In comparison, a UW Verification of Illness form for a single event costs $25 to be completed; at other PSE institutions such as McMaster University, this is free [7].) However, at their appointment a week later, they were charged $125. For many students facing financial struggles along with their disability, such a cost can be prohibitive and lead them to leave such difficulties unaddressed.

To address these costs, attention to how these factors can increase financial stress is necessary. "Interim" status diagnoses should be counted as sufficient to receive support for those who otherwise would be unable to receive diagnoses in a timely manner. The costs associated with official diagnoses should be made clear, and students should be provided support in applying for bursaries to offset those costs.

### III. Registration for Accommodations

The process of receiving appropriate accommodation from diagnoses, declarations of functional limitations, and other documentation itself often involves many barriers to access. Whether newly registering with AAS, attempting to revise accommodations, or seeking other support, students are required to make in-person appointments with their advisor. These appointments occur on a one-on-one basis with students, and alternate methods (such as corresponding via email or phone call) are not accepted [5, 8]. Especially for students who are registered due to "mental health related disorders" (at UW, 2017: 30%) or chronic illness conditions (12%) as their primary disability [9], this is a serious impediment to being able to (a) attend the appointment, or (b) communicate their concerns [6].

It is frequently unclear to students how their specific accommodations are decided. Many students have reported presenting with the "same disability" but receiving different accommodations, or being provided a different set of accommodations when transferred to a different advisor (a not-uncommon occurrence). Students feel they have to argue the validity of their disabilities and limitations carefully from a position of vulnerability, without seeming so "high-functioning" as to not qualify at all, reporting being spoken to in an accusatory tone and continually questioned about the validity of their documentation [8, 10]. A perception of difficulty in receiving accommodations is strongly associated with not seeking them [11].

Furthermore, AAS advisors have repeatedly stated that the goal of the process is to not require accommodations by the end of their time at university [5, 8]. However, not receiving accommodations, even in the context of other formal supports such as learning strategists, is associated with lower academic success [11]. The use of learning strategists to substitute for accommodations especially represents a fundamental

---

1 There are many other categories of disability that may also impede, such as ADHD (15%), certain learning disabilities (15%), autism spectrum disorder (3%), and acquired brain injuries (3%).

These figures include only one's "primary disability"; many students registered with AAS are multiply disabled [8].
misunderstanding of disability and limits students’ access and capability for success. To address these difficulties, some suggest straining students to be self-advocates. It is well-known that social supports act as a resilience factor and that disabled students seek assistance from peers to manage these stressful interactions [12, 8]. However, just as learning strategists may help students “cope” with the consequences of inaccessible environments but cannot act as substitutes for accommodations, placing the onus on disabled students to compensate for a system’s and their advisors’ attitudinal and other barriers is a misunderstanding of both where the problem lies and how it can be effectively addressed.

Instead, AAS should endeavor to make their methods for determining accommodations shared, transparent, and understandable. Instead of insisting on long and often inaccessible meetings, following the Universal Design principles of multiple means of communication and understanding [13, 14] such as by encouraging alternative and augmented communication methods, makes these processes more inviting and ultimately successful for all involved.

IV. Implementing Accommodations

Once accommodations have been obtained, there is often difficulty in having them properly implemented, especially when they diverge from the most common and simple-to-implement extra time on examinations accommodation [9]. When accommodations are not provided by AAS outside of class, professors’ attitudes and subsequent actions can enable or restrict disabled students from participating to their fullest capacity. Prominent is the long-documented “debate” over restricting students’ use of electronic and other assistive devices in the classroom. Lombardi et al. find that while 70% of professors endorse accommodations entirely, only 55% act on this [15]. Similarly, they report that while there is strong attitudinal support for Universal Design for Learning in the abstract, few are aware of how to effectively implement it [15]. As a result, many students attempt to negotiate alternate accommodations outside of AAS, continue in the class without those necessary supports, or withdraw from the class altogether [8].

To attempt to negotiate with an instructor often requires disabled students to disclose personal details about their disability status, again adding to barriers that disadvantage some students based on a myriad of intersecting factors [10]. It is understandably difficult for students to determine what aspects of a course are pedagogical requirements and necessary to ensuring academic integrity, and what qualifies as a reasonable accommodation in these cases. This again puts a high onus on students to argue for their accommodations.

Instead, AAS should provide support throughout the process in ensuring students receive the accommodations they require. Instead of requiring the aforementioned meetings to discuss such an issue, AAS should provide means of reporting failures to implement accommodations. Upon receipt, advisors should remind professors of their requirements and support students where advocacy and experience are required to ascertain what is “reasonable” within the constraints of a given course.

V. Discussion

These findings show that there are many barriers throughout the accommodation process that are highly impactful to disabled students; namely, with respect to access to services, determining accommodations, and implementation in courses. These barriers vary significantly in form and solution. As many are at least in part attitudinally-based, simple revisions to policy will not constitute effective solutions.

Social supports and advocacy skills both act as mitigating factors; however, it is unreasonable to expect disabled students to rely on these to navigate an inaccessible system. It is worth noting that many of these barriers have disproportionate impacts on students who are multiply marginalized; intersections with race, age, culture, gender identity, financial situation, and language are especially significant.

As it stands now, students are required to take on additional burdens to receive basic accommodations to address their disabilities. It is imperative that these barriers are addressed holistically, not solely from a policy level, to make the University of Waterloo more equitable for disabled students.

VI. References

and Society. 18: 429-450.
8. Anonymous contributors [Interview]. Interviewer: Ness Lamont. The author thanks them all for their frank and honest discussions.
APPENDIX F - BUDGET REPORT

WATERLOO UNDERGRADUATE STUDENT ASSOCIATION
Budget & Appropriations Committee

Fiscal Year 2021 Budget Report

Prepared by:
Alana Guevara | VP Operations & Finance | Chair
Kanan Sharma | Council-Director | Vice-Chair
John P. Hunte | Council-Director
Matthew Nicholas Schwarze | Councillor
Daveed Gittens | At-large Member

Acknowledgements:
Suzanne Burdett | General Manager | Resource Member
Cheryl Pflug | Financial Officer
BUDGET & APPROPRIATIONS COMMITTEE
FY2020 Budget Report

Letter of Recommendation

Dear Students’ Council,

This is the third year the Committee has taken steps toward better justification and explanation of the use of student fees and attempted to improve clarity in the budgeting process. We believe it is essential to have transparent and open finances; in the past year, there have been major changes to the management and implementation of financial controls – from costing out staffing for Commercial Units to those units and the closure and reopening plans of the Bombshelter Pub, Campus Bubble, and Wasabi Sushi, to optional fees in the era of Student Choice Initiative (SCI) and the current COVID-19 Pandemic. This report remains a major step in an on-going process to improve public accountability and clarity WUSA’s budgeting.

As a Committee, we are responsible for developing, vetting, and reporting on the general operating budget for all WUSA, which as of recently includes both those portions funded by student fees and those which are not. We respect students’ right to know how their money is spent and what the future has in store. This budget was built by prioritizing the provision of high-quality service, financial accountability, reaction to opt out fee system and COVID-19, and planning for the future.

We feel confident that this report provides clarity on the use of student dollars and business performance, highlighting the operating costs for the Corporation. As a committee, we have unanimously approved the attached budget and recommend its passage by both Students’ Council and the Board of Directors.

On behalf of the Budget & Appropriations Committee, yours sincerely,

Kanan Sharma
Vice-Chairman

Alana Guevara
Chairman | Vice President, Operations & Finance

Federation of Students
August 23, 2020
Committee Approval of the Report

On August 12th, 2020 the Committee voted to approve the report for review and acceptance of Council, and final approval of the Board. The following motion was adopted:

Be it resolved that the Budget & Appropriations Committee approves the prepared FY2021 Budget Report, including all appendices and attachments, for recommendations to the Students’ Council which shall be circulated by end of day on Wednesday the 12th of August 2020;

Be it further resolved that the Committee permits the Office of the Vice President, Operations & Finance, to make formatting and minor editorial amendments to the report as may be required; and

Be it further resolved that the Committee opens the one (1) week Question & Answer period on the report effective the time of circulation of the report to the Council & Board mailing lists.

 Moved by VP Guevara, seconded by Vice Chair Sharma.

Roll-call vote:

 o Member Gittens – In favor
 o Member Schwarze – In favor
 o Director Hunte - In favor
 o Vice-Chairman Sharma – In favor
 o Chairman Guevara – In favor

Motion Carries Unanimously.

Note: The Office of the Vice President, Operations & Finance, may provide additional minor editorial and formatting amendments to this draft report prior to Council’s August 23rd, 2020 budget vote.
BUDGET & APPROPRIATIONS COMMITTEE
FY2020 Budget Report

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Definitions

**Waterloo Undergraduate Student Association (WUSA)**

The Waterloo Undergraduate Student Association is the registered business operating name for the Federation of Students, University of Waterloo, which serves as the legal representative of all undergraduates at the University of Waterloo.

**WUSA Fee(s)**

The suite of fees assessed to all undergraduates, prorated depending on stream and course load, which funds the benefit programs, services, Executives, advocacy, and governance of the Waterloo Undergraduate Student Association.

Divided into three types of fees:

- **Administered Fund Fees** – those that support specific programs or services and are restricted in use.
- **Operating Fees** – those which fund the operating budget of the association and its subsidiary societies/affiliates.
- **Capital Fees** – those fees that support capital maintenance, improvement, and expansion of facilities and capital resources (those valued in excess of $1000.00 which last greater than 3-5 years, for the purposes of WUSA). Note: there are currently no capital fee assessed to undergraduates for the student association, although there are planned and approved fees.

**Constituency Societies**

Those recognized student governments and groups serving a dedicated constituency defined in the Bylaws or as otherwise determined by the Students’ Council. Societies are governed under the Federation-Societies Agreement, policies, and procedures of Council.

**Advocacy**

The exercise of lobbying and stakeholder relations efforts within the University community, to the Region and Municipality of Waterloo, to the Provincial and Federal Governments, and to all other partners. It is also inclusive of student advocacy stances and policies passed by the Students’ Council.

**Bottom Line**

The net earnings, profit, or surplus (loss) or the corporation or portfolio budget. The reference to "bottom" describes the relative location of the net income figure on the fiscal year budget. Also, referred to as "excess or deficiency in revenues over expenses". Expenses that are fixed and incurred one-time, and often used to purchase property, equipment and construction.

**Capital Costs**

Expenses that are fixed and incurred one-time, and often used to purchase property, equipment and construction.
Fiscal Year
The fiscal year aligns with that of the University, from 1 May 2019 to 30 April 2020. Currently it is fiscal 2020. Next period will be in fiscal 2021 on 1 May 2020.

Full-Time Equivalent (FTE)
A unit that indicates the workload of students in a way that makes class loads comparable. One full-time student is one full-time equivalent, and three part-time students are one full-time equivalent.

Operating/Operational Costs
Expenditure that are incurring continually and relate to the maintenance of an organization or service.

Student Development
Activities related to or engagement of student employees, professional training, or leadership opportunities.

Services & Operations
Student-run services — Services and programming focused on undergraduate students, that fill a gap in student experience or need, which are provided by WUSA and administered by Council.

Commercial Operations/ Business Units — student-run business units, typically in hospitality and retail sectors, aimed at providing for accessible, student-centric markets, and affordable prices; they are administered by the Board of Directors pursuant to corporate policies passed by the Students’ Council.

Inflation
Sustained increases in the general cost of goods and services. Inflation is measured as an annual percentage change.

Inflation adjustments unless otherwise indicated are based on the Consumer Price Index (CPI) of Canada as measured by Statistics Canada in the prior calendar year.

Rate(s)/Derivative(s)
Rate of change of a function or financial variable (slope).

Restricted Budget(s)
Budgets restricted by the Board of Directors in the interests of good business practice or due to privacy considerations which are not made public. All individual commercial operations have restricted budget forecasts separate from the general public operating budget. Bottom lines for all restricted budgets are reported.

Value-for-Money
Value-for-money is the achievement of a desired procurement outcome at the most suitable, but not necessarily the lowest, price based on balanced consideration of financial and nonfinancial factors. It is used to benchmark expenditure in the provision, use, and conclusion of services.

Pro rata (or prorated)
Pro-rata is the term used to describe a proportionate allocation. It is a method of assigning an amount to a fraction according to its share of the whole.

1 University of Waterloo Fiscal Year, https://uwaterloo.ca/finance/news/fiscal-year-end-april-30-2018
Per capita refers to an average per fees-paying member.

A General Meeting is a meeting of members of the corporation defined by the *Corporations Act, R.S.O. 1990* (the "Act") that provides general direction to and together with the Students' Council receives financial information from the Board of Directors. The WUSA Annual General Meeting is responsible for appointing the auditor, modifying the dues paid by members, and approving changes to the bylaws of the corporation.

Between General Meetings, the Students' Council acts as a General Meeting of the Corporation, with only those powers allowed by the bylaws and policy, in accordance with §130 of the Act.

The contract between the Staff Association and the Board of Governors of the University of Waterloo which governs increments to compensation, via the *Staff Compensation Recommendations 2018-2020* from the Provost's Advisory Committee on Staff Compensation (PAC-SC).
Disclaimers and Notes to the Reader

- Within each portfolio, a strategic categorization is broken down. While this is to the best efforts of the Committee aimed to be consistent between fiscal years, there may be discrepancies between what items classify under which strategic heading. In addition, as portfolios vary in what their strategic categories may be and because some have been modified from the prior fiscal year, there are minor differences between years and between portfolios in what is classified in what manner. For further information please contact the Chair & Vice Chair (upof@wusa.ca).
- Business budgets are understood not to be caps on performance or unreasonably burdensome on expense levels, but rather liberal projections of expenses and conservative estimations of revenue. Deviation may and is often anticipated to occur in these budget forecasts.
- For the most part, recommendations will be tasked to the appropriate managers and executives for action upon adoption of the budget, however this does not imply that all recommendations will necessarily be implemented. While the report’s bicameral adoption by Council and the Board necessitates action, it is often the case that planning, implementation, and evaluation of success take more than one fiscal year. Where priority exists in the recommendations, it is noted or may be inferred by the appropriate manager or executive.
- This report does not provide complete financial advisement to the Students’ Council and Board of Directors. It should be viewed as a forward-looking review of the planned endeavours of the organization and their associated funding. Together with the Audited Financial Statements this budget report should provide a holistic view of the Corporation’s performance.
- In accordance with the procedures of the Board of Directors and the prior suspension of procedure by Council respecting budgeting, honoraria, and procedurally required allocations the Office of the Vice President, Operations & Finance, maintains the authority to suspend or freeze budgets as the may be required in the interests of the financial position of the Corporation.
BUDGET & APPROPRIATIONS COMMITTEE
FY2020 Budget Report

General Operating Budget Summary

The University of Waterloo assesses the student fees on behalf of the Federation of Students, University of Waterloo, operating as the Waterloo Undergraduate Student Association (WUSA) and transfers the funds to WUSA for disbursement. The WUSA Fee refers to a suite of fees, including operating and administered funds, which are governed by the undergraduate student body and paid by every undergraduate. Part-time students pay 30% of the WUSA operating fees per the bylaws, but, where applicable\(^2\), are charged the full administered fee level.

WUSA Fees have been set at the following amounts for the FY202/21 year:

- **Operating Fees (Optional)**
  - Events – $6.26 – Events run through WUSA, including Welcome Week and other programming with social engagement as a focus.
  - Community-building Services – $4.35 – WUSA runs twelve student-run services, seven of which are considered essential. The remaining five services fall into the non-essential category and are as follows: Bike Centre, International and Canadian Student Network, Co-op Connection, Off-Campus Community, the and Sustainable Campus Initiative.
  - Clubs Funding – $3.60 – WUSA operates the UWaterloo clubs system, including over two-hundred fifty clubs providing a sense of community and belonging on campus. Clubs range in purpose from athletics and recreational activities to spiritual or career/professional development.
  - University Advocacy – $4.72 – The WUSA Executives, Students’ Council, and various commissioners (including the Academic Affairs and Co-op Affairs Commissioner) actively engage as student representatives to the University, and advocate to the University in order to enhance the undergraduate student experience and ensure student voices are heard.
  - Government Advocacy – $8.17 – The Federation of Student Executives, and various commissioners (Municipal, Provincial, and Federal Affairs Commissioner) actively engage as the voice of students to various government bodies and advocate to these bodies to enhance the undergraduate student experience.
  - Constituency Societies Fees – operating fees for the societies, approved in accordance with the Bylaws and Policies of WUSA and those of the constituency Society, that fund that societies’ operations.

- **Operating Fees (Compulsory)**
  - Corporations Act Compliance – $24.58 – In order for the student association to offer any of the services the government has deemed as essential, the organization must be in line with the Ontario Corporations Act, R.S.O. 1990. This includes audit, insurance and legal costs, having a Board of Directors, running elections, and running general meetings. This fee includes the costs for these items and the overhead associated with their administration.
  - Academic Support – $6.26 – The Academic Support fee ensures the Student Union can continue to provide support for students who have questions, concerns, or seek

\(^2\) Application of administered fee(s) depends on the on-campus vs. online nature of a student’s course load, the number of on-campus courses, and whether the student elected to self-enroll in certain administered programs where such an action is permitted. For further information see [www.wusa.ca/fees](http://www.wusa.ca/fees)

Federation of Students

Public

August 23, 2020
navigation support through the University’s policy process; including support for academic grievances, discipline, petitions, and appeals. WUSA also serves to provide student representation on academic disciplinary bodies for co-op and regular academic matters. Municipal safety of students both on campus and in the municipality, is also a priority, as are negotiations with GRT as an essential transit pass program.

- Health & Safety – $24.53 – WUSA run twelve student-run services, seven of which can be deemed essential in accordance with the framework. Safety, equity, and peer-to-peer student-run services provide peer-to-peer counselling to undergraduate students in order to enhance their overall mental well-being among other benefits accessible to all students.
- Student Life Centre Facilities – $4.79 – Operating and managing the Student Life Centre is an essential building fee as defined by the protocol and essential to student space on campus.

- Administered Funds (Optional)
  - Student Refugee Program – $4.98
  - Legal Protection Service – Regular Stream, $9.61 in Fall, $19.24 in Winter; Co-op Stream, $18.03 per academic term
  - Orientation Fee – $116.36*

- Administered Funds (Compulsory)
  - Health Plan – Regular Stream, $66.02 in Fall, $132.03 in Winter; Co-op Stream, $123.94 per academic term
  - Dental Plan – Regular Stream, $63.29 in Fall, $126.56 in Winter; Co-op Stream, $118.65 per academic term
  - Empower Me Student Assistance Program - Regular Stream, $1.63 in Fall, $3.27 in Winter; Co-op Stream, $3.50 per academic term
  - GRT UPass Program – $110.78*

For a full breakdown of fees, please see www.wusa.ca/fees. It should be noted that fees cannot be collected and then refunded, with some exceptions for administered insurance programs (such as the Health & Dental Plans, which require proof-of-coverage for refund).

*These fees were not levied in Spring or Fall 2020

General Changes to the WUSA Fees

The Bylaws and Policies of the Corporation require that fee changes be considered only in aggregate, despite any breakdown of fees into categories or into non-compulsory fees. Therefore, the various operating, society, and administered fund fees will be reported as outlined below.

For the purposes of reporting aggregate changes to the “Federation of Students’ Fee”, the suite of WUSA Operating Fees (less the Societies levies) will be referred to as the “Operating Levy”. This collective total is governed in accordance with the Policies and Bylaws of the Corporation. As shown in the table below, the following fee adjustments to the Operating Levy were enacted:
WUSA Operating Fees:

In total, the former “Federation of Students’ Fee”, now distributed over a suite of 5 optional and 4 compulsory fees (“WUSA Operating Levies”) is to be incremented by $9.33.

- **Background** – The increment above accounts for:
  - Adjustments based on optional fee service levels in excess of what was previously adjusted.
  - Approved increases to support special projects and discretionary spending in the VP Education’s portfolio related to federal advocacy, promotional items related to advocacy, and further increase to part-time pay and professional development (previously scheduled increases, awaiting Board of Governors final approval).
  - Adjustment for increased support travel for federal lobbying work (previously scheduled increases, awaiting Board of Governors final approval).
  - Support for salary, benefits and office costs of the Stakeholder Relations Officer (SRO) Full-Time Staff role currently funded reserves.
  - Compliance with General Meeting direction to increase work placement/co-op opportunities in WUSA, implemented with focus on research support.
  - Acceptance of a proposal by the General Meeting developed over the last few years by VPs Student Life to change service coordinator roles (which provide ~15 hours weekly in labour) to part-time paid roles. Provided for more substantial increase to “Community-Building Services” and “Health & Safety” Fees.
  - Indexation of the WUSA Operating Levies for inflation via CPI as determined by Statistics Canada for the calendar year immediately previous (net of staff salary adjustments).

- **Approval Mechanism** – All non-CPI adjustments were approved by a Winter 2020 Annual General Meeting (taking place on 24 March 2020), in accordance with the bylaws, policies, and procedures of WUSA. CPI adjustment made at a regular meeting of the Students’ Council (taking place on 19 April 2020).

- **Effective Date** – 01 September 2020 (beginning of Fall 2020 Term, to be on Fall Term bill).

WUSA Societies Fees:

- **Only two Societies adjusting fees for Fall 2020**, for indexation for inflation and Full-Time permanent or contract staff affected by WUSA’s organizational restructure and regrading, as well as 01-May-2020 increases:
  - Engineering Society Fee to be increased by $1.09 (total = $17.84); and
  - Mathematics Society Fee to be increased by $2.54 (total = $14.79).

- **Background** – The increments account for:
  - Organizational regrading undertaken following approved reorganization saw changes in staff JDs, responsibilities, as well as salary and benefits. Both Engineering and Mathematics Society saw roles regraded this year.
  - Mathematics Society redeveloped the JD for their CnD Manager to be a business manager that is responsible for supporting Society (not just CnD) operations, meaning
that for the first time their general fund will be taking on a portion of salary and benefits costs.

- Adjustments to account for scheduled increases in staff compensation for 01-May-2020 as approved by the Board of Governors at the recommendation of the Provost’s Advisory Committee on Staff Compensation.
- Indexation of the Engineering and Mathematics Society Fees for inflation via CPI as determined by Statistics Canada for the calendar year immediately previous (net of staff salary adjustments).

- Approval Mechanism — All increases were duly ratified by the Students' Council following internal Society fee adjustment rules, in accordance with the bylaws, policies, and procedures of WUSA and the Societies’ Constitutions. The Students’ Council ratified the increases on 19 April 2020.
  - Engineering Society – Fee approved by management board and confirmed by Engineering Society Joint Annual General Meeting.

- Effective Date – 01 September 2020 (beginning of Fall 2020 Term, to be on Fall Term bill).

**WUSA Administered Program Fees**

- General notes:
  - Spring 2020 Term will see an admin overhead of 2.5% of premium on all administered program fees, whereas Fall and Winter will see an admin overhead of 3.0% of premium to account for real administrative costs and addition of new administered programs.
  - Approval Mechanism — In accordance with the bylaws, policies, and procedures of WUSA, the Students’ Council delegates adjustment of administered fees to the WUSA Board of Directors. All administered fee increments were confirmed by the Board on 22 April 2020.
  - Effective Date – 01 September 2020 (beginning of Fall 2020 Term, to be on Fall Term bill).

- WUSA Health Plan fee – Increasing to a total of $123.94 per academic term (co-op stream); and $66.02 for Fall, $132.03 for Winter (regular stream).
  - Background – The increases account for benefits coverage increases and recommended premium adjustments for 2020-2021 Policy Year with 2.5% admin overhead in Spring and 3.0% admin overhead in Fall and Winter.

- WUSA Dental Plan fee – Increasing to a total of $118.65 per academic term (co-op stream); and $63.29 for Fall, $126.56 for Winter (regular stream).
  - Background – The increases account for recommended premium adjustments for 2020-2021 Policy Year with 2.5% admin overhead in Spring and 3.0% admin overhead in Fall and Winter.

- WUSA GRT UPass fee – Increasing to a total of $110.78 per academic term for 2020-2021 Academic Year.
• Background – The increases account for rates agreed to as part of the renegotiation of the WUSA GRT UPass Agreement with the Region of Waterloo / Grand River Transit for the next five years. WUSA agreed to an upfront fee increase in exchange for lower year over year rate of growth. WUSA approved the new GRT UPass Agreement negotiated by the VP Operations & Finance and GRT appointed representatives at its April meeting. In addition, the fee includes a 3.0% admin overhead, as well as a 2.0% strategic overhead to fund WUSA’s new Transit Disruption Contingency and Liability Reserve to support students during future significant and sustained transit disruptions. The reserve (and associated overhead) was approved by the WUSA Board of Directors in April, after direction by the Students’ Council in February due to significant student complaint surrounding the quantity of reimbursement and available support from WUSA during the January 2020 GRT Strike which lasted 11 days and affected over 18,000 riders using busing services (note: those using LRT were largely unaffected).

• Notes – UPass Base Fee = $105.50 + 5.0% total overhead (from 3.0% admin overhead + 2.0% strategic overhead) = $110.78.

• WUSA Legal Protection Service fee – Increasing to a total of $18.03 per academic term (co-op stream); and $9.61 for Fall, $19.24 for Winter (regular stream).

• Background – The increases account only for the increase in administrative overhead on the fee (increase from 2.5% to 3.0% of premium). No base premium increase was approved or went into effect.

• Note: Change to Billing Practice: Due to the nature of the program as a pooled benefit / insurance product, the prices are annualized. The referendum ran in Winter 2019 that approved the program and associated fee (with more than 78% of students in favour) was to have a compulsory, refundable fee. In order to appropriately verify fee payment and avoid adverse selection/opting-out in future terms by students who have used the program in prior terms within the same policy year, WUSA must adjust the program to be compulsory, refundable rather than optional at point of payment. This is consistent with the order of certiorari by the Ontario Superior Court (Canadian Federation of Students v Ontario, 2019 ONSC 6658) which struck down the Student Choice Initiative. WUSA is not seeking to change any other fees except the billing on this service, as without proper billing, the program will not be sustainable and must wind-up, which contravenes the referendum direction given to WUSA by students.

• Billing outline: That the Legal Service will follow all the same billing and opt-out rules as Health & Dental to ensure the correct funding for the service as was intended. The billing scheduled was designed to exactly match the Health & Dental Plan due to Waterloo’s unique billing set-up given all the different streams for regular and co-op students. This billing system ensures the correct funding of the program and that students receive the important coverage they voted to have. The following are general items that WUSA must ensure are met for the survival of the Legal Protection Service:

  ▪ That students can only opt-out in their 1st covered semester regardless of Regular or Co-op status. This is a crucial rule, as this carries the implication they are covered and subsequently billed correctly for the program. We cannot have a scenario in which a student can opt-out in the winter or any 2nd covered
semester. This matches the billing rules and practices of the Health and Dental plan—1/3 in the Fall and 2/3 in the Winter for Regular (non-co-op) students.

- Co-op Academic term: Students should always billed the amount outlined below on all academic semesters. Student can also have the opportunity to opt-out of legal only in their 1st covered semester, and not in each academic semester thereafter. This is to ensure that the program is funded correctly and that student receive the coverage. Again, this matches exactly the billing rules and practices of the Health and Dental plan.

- Co-op Work term: Students will be covered on their work term as long as the billing rules above followed. That being said, we also need to ensure this group is included on the data file transfers to StudentCare to receive coverage.

- The fee, once made compulsory, refundable will be refunded through the StudentCare website as with the Health and Dental plans.

- WUSA Student Refugee Program (SRP) fee – Increase to $4.98 per academic term for Academic Year 2020-2021.
  - Background – The increases accounts only for the increase in administrative overhead on the fee (increase from 2.5% to 3.0% of premium). No base premium increase was approved or went into effect.

- 1st Year Orientation Fee – Increase to $116.36 for Fall 2020 (Orientation 2020).
  - Background – The increase accounts indexation by CPI relative to Orientation 2019 and inclusion of administered overhead of 3% of fee amount, which was not included on the fee last year as budgets for Orientation 2019 had already been approved by WUSA.

- WUSA Empower Me Student Assistance Program (SAP)
  - Background – The new fee was introduced following a procurement process jointly with the Graduate Student Association and UW Campus Wellness (Health Services and Counselling Services) to expand the Student Health Plan’s mental health coverage via a “Student Assistance Program (SAP)” service modelled after an Employee Assistance Program (EAP). Following review of options and pricing, Aspiria’s Empower Me SAP service was selected for best coverage, value-for-money, and ability to integrate with Studentcare’s administration of the Health & Dental Plans. The program launched on 01-January-2020 and is integrated with UW Campus Wellness and is open to all undergraduates and graduates (part-time and full-time). For Winter and Spring 2020 the program was paid out pocket by WUSA/GSA. The programs distinct nature from the health insurance plan led to the decision to bill it separately as a standalone fee.
  - Approval Mechanism – Students’ Council directed the Board of Directors to increase mental health coverage under the health plan and other options; collectively with GSA and UW Campus Wellness, WUSA led a procurement process and a vendor was selected. Billing practices were set. The Empower Me SAP service was approved by the WUSA Board of Directors and the contract was signed. Service delivery began on 01-January-2020.
BUDGET & APPROPRIATIONS COMMITTEE
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- Assessed to all full-time and part-time on-campus students; covers all regular and co-op stream students.

Other Student Groups’ Fees
- Imprint Publication Fee – Increase of Imprint Fee to $5.00 for Academic Year 2020-2021
  - Background – Increase reflects adjustment to maintain service levels due to opt-outs and indexation for inflation via CPI.
  - Approval Mechanism – The fee increase was approved in accordance with the bylaws and procedures of the Imprint Publications and WUSA’s policies on undergraduate student group fees.
  - Effective Date – 01 September 2020 (beginning of Fall 2020 Term, to be on Fall Term bill).

Distribution of Revenues & Expenses
As shown in the Table of Gross Profit and Expenditure below, in the 2021 Fiscal Year, the Budget & Appropriations Committee expects to see $6,452,013.79 in revenues generated originating predominantly from member dues, administrative overheads on administered funds, and in small part from interest accrued by the operating fund.

Note: The UPass and Orientation fees were not levied in the FY2021 Fall term.
The planned expenditure levels on first impression appear to be dominated by the Operations & Finance portfolio, however many of the expenses reported in this portfolio are administrative, central service lines, or facilities related in nature, including staff salaries, IT, Marketing & Communications costs, and the operation of the Student Life Centre, among other things. Less these central costs, the Student Life portfolio accounts for 7% of expenses, the Education & Advocacy portfolio accounts for 4% of expenses, and the Governance portfolio at 2% of expenses.
Analysis
The WUSA surplus surpassed the budgeted amount by ~$53K and far surpasses the $362,359.60 deficit seen in FY2018/19. This marked improvement speaks to the financial responsibility and conservatism shown by the executive and board of directors in the past year.

With the uncertainty posed by COVID-19, this conservative approach to expenditure was amplified this past March 2020, which speaks to the increase of the surplus by $53K. This also reads into the FY2020/21 budget having such a high surplus this year. The Budget and Appropriations Committee felt it wise to leave such surplus to allow for any unforeseen costs related to the COVID-19 environment and act as a buffer in the event of WUSA’s inability to apply for the Canadian Emergency Wage Subsidy.

Canadian Emergency Wage Subsidy
As it currently stands, an organization is unable to apply for the Canadian Emergency Wage Subsidy. WUSA has been unable to apply because we use the University’s payroll number. In the past couple months, Bill C-17 was passed at the House of Commons of Canada, approved by Senet and received Royal Assent, which would allow WUSA to use its business number on the application. The application has to be adjusted by the Canadian Revenue Agency for us to be able to apply.

What happens if WUSA is Approved For CEWS?
If WUSA is able to apply for the Canadian Emergency Wage Subsidy, we estimate approximately $875,000 in revenue. This will be divided and distributed to the respective departments for which the
Future Considerations

With regards to the general operating budget, it is the recommendation of Budget & Appropriations Committee that:

- Expenditure continue to be monitored and require approval from the VP Operations and Finance for any amount exceeding $1,500.
- The Committee further recommends analysis of fee assessment and payment rates on an ongoing basis, to determine optimal fee levels to maximize the capacity to deliver the highest quality service levels, at the minimum cost to students.
- The committee reminds the Management that Part time Staff allocation are not to be exceeded without the explicit prior approval of the Budget and Appropriation Committee.
- The Committee recommends to the board to explore increasing the scope of the accounting department such that it would assist in the preparation of the Budget.
- The committee also recommends to the board to explore further integration of Full-time staff roles with executive rolls.
- The committee recommends that Council procedure 24: Volunteer Appreciation, Skill Development, and Team Building be updated to reflect that the Budget and Appropriation Committee may approve Honoraria for consultation on a case by case basis.
Governance Portfolio

Overview
Role of the President — The President, who is the Chief Executive Officer of the Corporation, Presiding Officer of the Students’ Council, and Vice Chair of the Board of Directors. The President represents undergraduates to the University administration, Senate, and Board of Governors. The Office is responsible for all aspects of student government, oversight of the Independent Elections & Referenda Commission, and strategic leadership of the Executive. The President is responsible for leading the planning of the corporation’s Long Range Plan as well as its execution, ensuring that each portfolio aligns with the strategic vision of the organization. The President also provides leadership and supervision to WUSA and is accountable to the Board of Directors and ultimately the Students’ Council.

Considerations in Budget Development — Based on actual expenses last year, new and ongoing reforms to improve the governance process, organisational review from Equity standpoint, more appreciation for Student Leaders, and extra PT staff, the budget of the President saw growth this fiscal year. The increases were somewhat counterbalanced this year by reduction in some in person expenses due to COVID-19 and Online activity. For further details, see key highlights.

Strategic Categorization
The strategic categorization of the Student Life Portfolio expenses is shown in the chart below. Raw data represented in this chart can be found immediately thereunder. Best efforts have been made to classify costs in accordance with the prior fiscal year’s classifications, so reasonable comparison can be drawn.
Strategic Categorization of Expenses is based on primary functions of the portfolio. The Governance Portfolio is the backbone of our Democratic system and provides the support for student governance and thus Governance operations contribute greatly to the expenses.

- Executive Compensation - This includes Salary, benefits, and transition honoraria for the President. This compensation package enables a full time elected student to serve as the Chief Executive officer of the organisation, leading the organization’s efforts to meet its mandate and serve the Students.
- Governance operations - This section provides support to Students’ Council, Board of Directors, and Election.
- Advocacy - This section mainly comprises of any major advocacy efforts for the year undertaken by the President
- Administration - This section is made up largely of a PT Support role under the President, the overhead cost of meetings, and some discretionary expenditure.

Key Highlights
For budgeting purposes, the Governance portfolio is comprised of three main sub-categories; the Office of the President, Elections & Referenda, and the Student Government Department. A summary breakdown is presented below:

1. Office of the President - The Office of the President accounts for the majority of the portfolio’s budget. Expenses of member dues under this section are those incurred directly by the President themselves or on items they are directly responsible for overseeing. This year increases were made to account for new PT AVP Governance & Stakeholder Relations and hiring of an external consultant to review organisational policies and practices from an Equity point of view.
2. Elections - The elections budget covers the costs of running elections and referenda for various positions such as the Executive, Student Councillors, Student Senators, constituency Societies, and any potential referenda which may arise. This budget is administered by the Independent Commission for Elections & Referenda, in accordance with the Elections & Referenda Procedures. The budget this year saw a decrease because of most things being online this year due to COVID-19.
3. Student Government - Student Government covers the costs of Student Council, the Board of Directors, and other governance events or functions. This year increases were made to the council, committee, Board honoraria line items according to Council procedure 24. This in line with
with organizational goals focusing on minimizing turnover risks and improving the transition of government. Additionally, “Council/Board Gear” line has been increased in this section of the budget to show appreciations for their work based on the same procedure.

4. The Research and Policy Officer department has been moved under Communications & Stakeholder Relations this year and will remain there going forward.

Summary of the Portfolio

<table>
<thead>
<tr>
<th>Summary of Revenues/Gross Profit</th>
<th>Budget 18/19</th>
<th>Actual 18/19</th>
<th>Budget 19/20</th>
<th>Actual 19/20</th>
<th>Budget 20/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>President (30100)</td>
<td>$72,849.00</td>
<td>$47,722.00</td>
<td>$62,172.00</td>
<td>$71,498.00</td>
<td>$70,260.00</td>
</tr>
<tr>
<td>Elections (31300)</td>
<td>$1,305.00</td>
<td>$1,038.00</td>
<td>$1,800.00</td>
<td>$1,899.42</td>
<td>$6,300.00</td>
</tr>
<tr>
<td>Research and Policy Officer (31100)</td>
<td>$875.00</td>
<td>$795.67</td>
<td>$2,299.00</td>
<td>$400.56</td>
<td>$500.56</td>
</tr>
<tr>
<td>Student Government (31100)</td>
<td>$11,300.00</td>
<td>$3,899.00</td>
<td>$10,990.00</td>
<td>$10,900.00</td>
<td>$10,900.00</td>
</tr>
<tr>
<td>Total</td>
<td>$84,329.06</td>
<td>$62,414.73</td>
<td>$64,861.66</td>
<td>$76,828.12</td>
<td>$87,960.66</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Summary of Expenses</th>
<th>Budget 18/19</th>
<th>Actual 18/19</th>
<th>Budget 19/20</th>
<th>Actual 19/20</th>
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</tr>
</tbody>
</table>

Net Income: $144,738.16
## Changes in Budgeted Lines FY2019 to FY2020

<table>
<thead>
<tr>
<th>Governance portfolio</th>
<th>Expense Changes</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of the President</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Wages &amp; Benefits</td>
<td>$0.00</td>
<td>No CPI Adjustment this year at the direction of Board of Directors</td>
</tr>
<tr>
<td>PT Wages</td>
<td>$9,834.70</td>
<td>PT Support to incoming Executive for the month of May</td>
</tr>
<tr>
<td>Outgoing Executive</td>
<td>$750.00</td>
<td>New commissioner position to help President improve Society relations and governance</td>
</tr>
<tr>
<td>AVP Governance &amp; Stakeholder Relations</td>
<td>$9,084.70</td>
<td>Re-added as President’s role is considered “on call” by University and Work from home due to Covid-19</td>
</tr>
<tr>
<td>Cell Phone</td>
<td>$600.00</td>
<td>Based on Actual costs last year</td>
</tr>
<tr>
<td>Photocopying</td>
<td>$250.00</td>
<td>Based on Actual costs last year</td>
</tr>
<tr>
<td>General Office/Computer Supplies</td>
<td>$(50.00)</td>
<td>Based on lack of use last year</td>
</tr>
<tr>
<td>Ent/Promo/Meetings</td>
<td>$1,700.00</td>
<td>Based on Actual costs last year</td>
</tr>
<tr>
<td>Long Range Planning</td>
<td>$(13,200.00)</td>
<td>Reduced based on year-over-year implementation of LRP and planning process by SLRP Committee</td>
</tr>
<tr>
<td>Discretionary Allowance</td>
<td>$2,000.00</td>
<td>To allow the President the ability to react quickly in cases of emergency or deal with situations which cannot be foreseen.</td>
</tr>
<tr>
<td>Special Projects</td>
<td>$3,500.00</td>
<td>Donation to an external organisation advocating for Anti-black racism and some internal volunteer appreciation</td>
</tr>
<tr>
<td>Consultant</td>
<td>$20,000.00</td>
<td>Based on consultation with Students, WUSA is going to be hiring an external consultant to help identify and correct equity issues within our policies and practices</td>
</tr>
<tr>
<td>Exec Transition Retreat</td>
<td>$(2,500.00)</td>
<td>Additional funding or trainings do not cost what is estimated or it can reasonably be achieved with less.</td>
</tr>
<tr>
<td>Student Government Department</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PT salaries</td>
<td>$(1,000.00)</td>
<td>Not hiring for this year as there are not a lot of things to do because of COVID-19 this year</td>
</tr>
<tr>
<td>Governance Events Coordinator</td>
<td>$(1,000.00)</td>
<td></td>
</tr>
<tr>
<td>Honoraria</td>
<td>$15,000.00</td>
<td>0</td>
</tr>
<tr>
<td>Board</td>
<td>$9,000.00</td>
<td>Based on changes to procedure 24: Volunteer Appreciation, Skill Development, and Team Building</td>
</tr>
</tbody>
</table>
BUDGET & APPROPRIATIONS COMMITTEE
FY2020 Budget Report

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council</td>
<td>$2,250.00</td>
<td>Based on procedure 24: Volunteer Appreciation, Skill Development, and Team Building</td>
</tr>
<tr>
<td>Committees</td>
<td>$3,750.00</td>
<td>Based on procedure 24: Volunteer Appreciation, Skill Development, and Team Building</td>
</tr>
<tr>
<td>Photocopying</td>
<td>$300.00</td>
<td>Lesser printing of agendas for Councillors and Board, printing handbooks</td>
</tr>
<tr>
<td>Ent/Promo/Meetings</td>
<td>$(1,500.00)</td>
<td>Reduced as Council is not meeting in person this year but left some flexibility for Winter term</td>
</tr>
<tr>
<td>Council</td>
<td>$(1,100.00)</td>
<td>Reduced as Council is not meeting in person this year but left some flexibility for Fall &amp; Winter term</td>
</tr>
<tr>
<td>Board</td>
<td>$(400.00)</td>
<td>Reduced as Board is not meeting in person this year but left some flexibility for Fall &amp; Winter term</td>
</tr>
<tr>
<td>Special Projects</td>
<td>$(1,000.00)</td>
<td></td>
</tr>
<tr>
<td>Town Hall Events</td>
<td>$(1,000.00)</td>
<td>Moved under VPSL special events budget</td>
</tr>
<tr>
<td>Council/Board Gear</td>
<td>$5,400.00</td>
<td>Based on procedure 24: Volunteer Appreciation, Skill Development, and Team Building</td>
</tr>
<tr>
<td>Transition</td>
<td>$0.00</td>
<td></td>
</tr>
<tr>
<td>Board</td>
<td>$(250.00)</td>
<td>Reduction in board size and more efficient transition.</td>
</tr>
<tr>
<td>Council</td>
<td>$250.00</td>
<td>To improve the transition for councillors</td>
</tr>
<tr>
<td>Elections &amp; Referenda</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Part-time Salaries</td>
<td>$(1,000)</td>
<td>Not hiring for this year as there are not a lot of things to do because of COVID-19 this year</td>
</tr>
<tr>
<td>Governance Events Coordinator</td>
<td>$(1,000)</td>
<td></td>
</tr>
<tr>
<td>Elections Events</td>
<td>750</td>
<td>Part of Long-term plans to improve elections</td>
</tr>
<tr>
<td>Candidate Elections Rebates</td>
<td>500</td>
<td>Added to include Senatorial Elections as per procedure</td>
</tr>
<tr>
<td>Volunteer Recognition</td>
<td>$(750)</td>
<td>Moved under Election Events</td>
</tr>
</tbody>
</table>

Year-over-Year Growth
Year-over-year growth trends in the Governance Portfolio, as indexed for inflation, are shown in the figure below. The accompanying table provides raw data values for this figure.
Future Considerations

The Committee recommends the following actions be taken as it respects the Governance Portfolio:

1. That the costs of the Long-Range Plan budgeted for each year and carried forward in that account if unspent over the five years of implementation rather than in periodic lump-sum. The long-range plan costs should be understood to include the implementation, oversight, and review costs for the plan once approved.

2. Continuation of the direction for investment in and support of governance, transition, and training for Councillors and Directors. This investment pays off in the form of educated student representatives and fiduciaries that more responsibly exercise their duties.

3. Efforts should be made to preserve funding levels for General Meetings, Council, Elections and Referenda as these costs are required by the Bylaws and actual demand varies depending on the year.

4. The Government Election Event coordinator should be moved over to the Student Life portfolio, under special events, in future years to change the reporting of this role.
Student Life Portfolio

Overview
Role of the Vice President, Student Life — The Vice President, Student Life (VPSL) is responsible for promoting an environment where students can pursue personal growth within the Federation of Students and the Waterloo community. The VPSL is expressly responsible for supporting student participation in athletic, cultural, and social activities as well as assisting student-initiated projects; oversight of the day-to-day operations of all Federation of Students' Clubs and Services. The Vice President works within the regulations and procedures established by the Students’ Council for the administration of the portfolio.

Considerations in Budget Development
1. Students’ Choice Initiative – The SCI has significantly affected the Student Life portfolio due to the high number of services within its scope which were deemed “optional”. Thus, budgeted amounts are to be reflective of opt-out rates so that funds are spent appropriately, as required by the Ancillary Fee Directive.
2. Follow on from previous year – Extensive analysis was done last year to maintain service levels where possible considering a restricted budget. The previous year’s budget therefore acts as the base for this year’s budget. The FY2020 Budget Report recommended against further cuts to the Student Life portfolio where financially prudent in order to reduce impact on service levels.
3. COVID-19 & Online Activity – Funds were allocated being mindful of the COVID-19 pandemic, reduced income from commercial operations and less physical student engagement. Where it was possible to bolster or invest in online operations, these opportunities were taken.

Key Highlights
1. Service Coordinator Compensation – Service coordinators are now paid to reflect hours worked, instead of a small honorarium every semester as passed at the Winter 2020 General Meeting on March 24, 2020. Service coordinator pay has also been re-categorized as a service expense rather than administrative expense to reflect this. Note: The Service coordinator pay is budgeted only for winter term this financial year. Starting from next year they will be paid every term so those line items are going to increase drastically next year.
2. Volunteer Center – This service was wound down in the previous FY due to lack of use.

Strategic Categorization
The strategic categorization of the Student Life Portfolio expenses is shown in the chart below. Raw data represented in this chart can be found immediately thereunder. Best efforts have been made to classify costs in accordance with the prior fiscal year’s classifications, so reasonable comparison can be drawn.
Strategic Categorization of Expenses is based on primary functions of the portfolio. The Student Life Portfolio consists of services and is community engagement focused and thus provision of services, associated administrative costs, and community & outreach costs contribute most greatly to expenses. The portfolio is also uniquely positioned to generate sales, in-kind, and other forms of revenues to reduce its operation overhead.

- Administration — This section is made up largely of volunteer costs for the significant number of volunteers who make it possible to run the eleven Services under the portfolio as well as the overhead cost of these services.
- Community & Outreach — This includes the promotion of services, community outreach, and events. This section comprises the cost of informing students about the services provided by Feds and includes promoting awareness about the support communities on Campus.
- Clubs - The support of all undergraduate clubs and societies within the University and subsidizing some club expenses.
- Executive Compensation — this includes Salary, benefits, and transition honoraria for the VPSL. This compensation package enables full time elected students to serve as
executives, leading the organization’s efforts in the provision of services, administration of clubs and societies, and campus life improvements.

- Services — This section is comprised largely of the costs of a service provided to students. For example, this would include the cost to train volunteers to run a service. This year the category has been expanded to include compensation paid to service coordinators. This FY, coordinators are not being paid for Spring and Fall, but will receive full pay in future financial years.

### Summary of Portfolio

<table>
<thead>
<tr>
<th>Summary of Revenues/Gross Income</th>
<th>Budget 19/20</th>
<th>Actual 19/20</th>
<th>Budget 20/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>VPSL (20100)</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Orientation (32101)</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Society Relations Commissioner (20200)</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Equity Commissioner (22000)</td>
<td>$</td>
<td>$</td>
<td>$</td>
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<tr>
<td>Director of Campus Life (21100)</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Services Manager (24100)</td>
<td>$</td>
<td>$ 636.02</td>
<td>$</td>
</tr>
<tr>
<td>Clubs (23100)</td>
<td>$ 24,206.58</td>
<td>$ 576.28</td>
<td>$ 400.00</td>
</tr>
<tr>
<td>Campus Response Team (24300)</td>
<td>$ 800.00</td>
<td>$ 1,070.00</td>
<td>$ 800.00</td>
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<tr>
<td>Foodbank (24500)</td>
<td>$ 500.00</td>
<td>$ 2,874.12</td>
<td>$ 500.00</td>
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<tr>
<td>Grow (24600)</td>
<td>$ 400.00</td>
<td>$ 350.00</td>
<td>$ 600.00</td>
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<tr>
<td>SCI (24900)</td>
<td>$ 1,000.00</td>
<td>$ 5,165.07</td>
<td>$ 3,000.00</td>
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<tr>
<td>Off-Campus Community (24800)</td>
<td>$ 1,000.00</td>
<td>$ 670.81</td>
<td>$ 500.00</td>
</tr>
<tr>
<td>Women’s Centre (25100)</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Bike Centre (24200)</td>
<td>$ 12,500.00</td>
<td>$ 14,500.85</td>
<td>$ 2,500.00</td>
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<tr>
<td>ICN (24700)</td>
<td>$ 2,000.00</td>
<td>$ 3,882.60</td>
<td>$ 4,000.00</td>
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<tr>
<td>Co-op Connection (24400)</td>
<td>$ 9,000.00</td>
<td>$ 9,000.00</td>
<td>$ 17,000.00</td>
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<tr>
<td>Volunteer Centre (25000)</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Mates (25300)</td>
<td>$</td>
<td>$ 1,311.00</td>
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<tr>
<td>RAISE (25400)</td>
<td>$ 3,000.00</td>
<td>$ 2,606.76</td>
<td>$</td>
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<tr>
<td>Special Events (22000)</td>
<td>$ 23,000.00</td>
<td>$ 27,000.16</td>
<td>$ 11,000.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$ 77,406.58</td>
<td>$ 69,433.47</td>
<td>$ 40,300.00</td>
</tr>
</tbody>
</table>
Overall, the student life portfolio received a 57.93% increase in budget allocations relative to the previous year’s actual expenses.

**Distribution of Gross Profit**

Revenues are mostly generated through ticketing, sales, predicted event-based opt-ins and sales at the Bike Centre. In addition, sponsorship and support from various University departments or in-kind donations makes a considerable portion of non-primary sources of funding.

### Summary of Expenses

<table>
<thead>
<tr>
<th>Portfolio/Department</th>
<th>Budget 19/20</th>
<th>Actual 19/20</th>
<th>Budget 20/21</th>
</tr>
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<tbody>
<tr>
<td>VPSL (20100)</td>
<td>$82,136.46</td>
<td>$68,435.59</td>
<td>$81,186.46</td>
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<td>Orientation (32101)</td>
<td>$1,490.00</td>
<td>$1,765.66</td>
<td>$1,490.00</td>
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<td>Society Relations Commissioner (20200)</td>
<td>$7,600.00</td>
<td>$11,933.16</td>
<td>$12,550.00</td>
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<tr>
<td>Director of Campus Life (21100)</td>
<td>$8,600.00</td>
<td>$5,863.58</td>
<td>$10,950.00</td>
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<tr>
<td>Services Manager (24100)</td>
<td>$47,271.40</td>
<td>$50,445.84</td>
<td>$7,780.00</td>
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<tr>
<td>Clubs (233000)</td>
<td>$30,235.38</td>
<td>$15,205.37</td>
<td>$21,352.65</td>
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<tr>
<td>Campus Response Team (243000)</td>
<td>$14,417.00</td>
<td>$12,549.36</td>
<td>$25,550.00</td>
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<tr>
<td>Foodbank (24500)</td>
<td>$3,320.00</td>
<td>$4,536.26</td>
<td>$13,775.00</td>
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<td>Glow (24600)</td>
<td>$9,940.00</td>
<td>$6,900.00</td>
<td>$19,400.00</td>
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<td>SCI (24900)</td>
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<td>$3,727.34</td>
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<td>$7,141.07</td>
<td>$14,095.00</td>
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<td>Women’s Centre (35100)</td>
<td>$6,315.00</td>
<td>$5,638.42</td>
<td>$18,765.00</td>
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<td>$12,308.94</td>
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<td>$4,154.00</td>
<td>$3,320.16</td>
<td>$11,780.00</td>
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<td>Co-op Connection (24400)</td>
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<td>$24,870.00</td>
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<td>Volunteer Centre (25000)</td>
<td>$1,428.00</td>
<td>$1,131.28</td>
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<td>Mates (25300)</td>
<td>$6,520.00</td>
<td>$5,791.49</td>
<td>$21,900.00</td>
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<td>RAISE (25400)</td>
<td>$10,905.00</td>
<td>$8,630.53</td>
<td>$23,570.00</td>
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<tr>
<td>Special Events (22000)</td>
<td>$86,000.00</td>
<td>$87,002.61</td>
<td>$89,850.00</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$357,567.24</strong></td>
<td><strong>$312,347.61</strong></td>
<td><strong>$417,829.71</strong></td>
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<tr>
<td><strong>Net Income</strong></td>
<td>$(280,160.66)</td>
<td>$(242,914.14)</td>
<td>$(377,529.71)</td>
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</tbody>
</table>

Overall, the student life portfolio received a 57.93% increase in budget allocations relative to the previous year’s actual expenses.
Distribution of Expenses

Expenses are distributed across a number of student life cost centres within the portfolio predominantly costs are administrative for the Vice President, Student Life, or are otherwise related to support for services and clubs, or the planning and execution of special events.

Changes in Budgeted Lines FY2020 to FY2021

<table>
<thead>
<tr>
<th>Student Life Portfolio</th>
<th>Expense Changes</th>
<th>Reason</th>
</tr>
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<tbody>
<tr>
<td>VP Student Life (20100)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>P/T Wages</td>
<td>$250.00</td>
<td>wages for outgoing VPSL in May for support/transition</td>
</tr>
<tr>
<td>Volunteer Recognition</td>
<td>-$3,000.00</td>
<td>Reflective of actuals and better recognition elsewhere</td>
</tr>
<tr>
<td>Cell Phone</td>
<td>$600.00</td>
<td>Based on BAC formula set for credit phone reimbursement to standardize this across Execs</td>
</tr>
<tr>
<td>Ent/Promo/Meetings</td>
<td>-$50.00</td>
<td>More reflective of actuals</td>
</tr>
<tr>
<td>Travel/Conf/Prof.Dev’t</td>
<td>-$250.00</td>
<td>More reflective of actuals</td>
</tr>
<tr>
<td>Discretionary</td>
<td>$2,000.00</td>
<td>New account created</td>
</tr>
<tr>
<td>Community Events</td>
<td>-$500.00</td>
<td>More reflective of actuals</td>
</tr>
</tbody>
</table>

Equity Commissioner (20200)

Pyramid chart showing distribution of expenses across various cost centres with percentages and category details.
BUDGET & APPROPRIATIONS COMMITTEE
FY2020 Budget Report

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special Projects</td>
<td>-$550.00</td>
<td>More reflective of actuals and development of equity initiatives in other areas</td>
</tr>
<tr>
<td>PT Wages</td>
<td>$5,500.00</td>
<td>Increase to full year of budget; position is new and was not budgeted for a complete FY previously</td>
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<tr>
<td>Director of Campus Life (21100)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries P/T</td>
<td>$5,150.00</td>
<td>Part time staff for society event forms and part time clubs manager hours to September</td>
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<tr>
<td>General Office Supplies</td>
<td>$100.00</td>
<td>Reflective of need</td>
</tr>
<tr>
<td>Travel/Conf/Prof.Dev’t</td>
<td>-$3,500.00</td>
<td>Less travel due to COVID-19</td>
</tr>
<tr>
<td>Staff Relations</td>
<td>$100.00</td>
<td>Increase in department staff</td>
</tr>
<tr>
<td>Special Projects</td>
<td>$500.00</td>
<td>Was not budgeted for last FY</td>
</tr>
<tr>
<td>Services Manager (24100)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EOT Service Coord Honoraria</td>
<td>-$30,000.00</td>
<td>Line zeroed out: now reflected in each service's budget</td>
</tr>
<tr>
<td>Volunteer Appreciation</td>
<td>-$1,600.00</td>
<td>No appreciation will happen for Winter term due to pay for Coords</td>
</tr>
<tr>
<td>Volunteer Training</td>
<td>-$350.00</td>
<td>More reflective of actuals</td>
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<tr>
<td>Ent/Promo/Meetings</td>
<td>-$290.00</td>
<td>More reflective of actuals, cuts</td>
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<td>Special Projects</td>
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<td>More reflective of actuals, cuts</td>
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<tr>
<td>PT Wages</td>
<td>-$6,876.40</td>
<td>Reduced to one PT Staff in Winter 2020</td>
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<tr>
<td>Clubs (23100)</td>
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</tr>
<tr>
<td>Salaries P/T</td>
<td>-$1,000.00</td>
<td>No spring term hiring</td>
</tr>
<tr>
<td>Volunteer Appreciation</td>
<td>-$200.00</td>
<td>10 clubs support team<em>2 terms</em>$20</td>
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<tr>
<td>Telephone</td>
<td>$100.00</td>
<td>Reflective of need</td>
</tr>
<tr>
<td>Photocopying</td>
<td>-$50.00</td>
<td>More reflective of actuals, cuts</td>
</tr>
<tr>
<td>General Office</td>
<td>-$50.00</td>
<td>More reflective of actuals</td>
</tr>
<tr>
<td>Ent/Promo/Meeting</td>
<td>-$100.00</td>
<td>More reflective of actuals</td>
</tr>
<tr>
<td>Amortization</td>
<td>$412.65</td>
<td>Expected value used</td>
</tr>
<tr>
<td>Clubs Allotment</td>
<td>-$3,750.00</td>
<td>Reduction in expected expenses due to COVID-19</td>
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<tr>
<td>Clubs Awards</td>
<td>-$300.00</td>
<td>Expected value used</td>
</tr>
<tr>
<td>BBQ Supplies</td>
<td>-$250.00</td>
<td>Not expecting any rentals</td>
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<tr>
<td>Clubs Surplus Deficit</td>
<td>-$3,695.38</td>
<td>None this year</td>
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<td>CRT (24300)</td>
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<tr>
<td>PT Salary &amp; Wages</td>
<td>$9,600.00</td>
<td>Line reshuffle, no real change in expense</td>
</tr>
<tr>
<td>Coordinator Honoraria (S20/F20)</td>
<td>$2,000.00</td>
<td>Line reshuffle, no real change in expense</td>
</tr>
<tr>
<td>Volunteer Appreciation</td>
<td>-$150.00</td>
<td>More reflective of actuals</td>
</tr>
</tbody>
</table>
Telephone | $50.00 | Reflective of need
---|---|---
General Office | -$400.00 | More reflective of actuals
Taxi Fund | $200.00 | Not budgeted for last year
Ent/Promo/Meetings | $30.00 | Reflective of need
Conferences | -$500.00 | Reduction due to COVID-19
Certifications | -$615.00 | Increase in previous FY was temporary. Back to normal.
Casualty Simulation | $850.00 | Reflective of need
Discretionary Expenses | $80.00 | Reflective of need
Volunteer Training | -$12.00 | More reflective of actuals

**FoodBank (24500)**

PT Salary & Wages | $7,200.00 | Line reshuffle, no real change in expense
Coordinator Honoraria (S20/F20) | $2,900.00 | Line reshuffle, no real change in expense
Volunteer Appreciation | -$270.00 | More reflective of actuals
General Office/Supplies | $1,000.00 | Reflective of need
Ent/Promo/Meetings | -$100.00 | More reflective of actuals
Special Projects | $25.00 | Reflective of need
Custom Hamper Purchases | $600.00 | New account created

**Glow (24600)**

PT Salary & Wages | $12,000.00 | Line reshuffle, no real change in expense
Coordinator Honoraria (S20/F20) | $1,300.00 | Line reshuffle, no real change in expense
Volunteer Appreciation | -$1,200.00 | More reflective of actuals
Photocopying | -$5.00 | More reflective of actuals
General Office/Supplies | -$40.00 | More reflective of actuals
Ent/Promo/Meetings | -$25.00 | More reflective of actuals
Conferences | -$200.00 | More reflective of actuals, cuts
Subscriptions | -$150.00 | More reflective of actuals
Pride Festivals | -$2,500.00 | Will not occur this year
Literature | $130.00 | Reflective of need
Special Events | $500.00 | Reflective of need
Volunteer Training | -$200.00 | More reflective of actuals
Work Study | -$350.00 | More reflective of actuals

**WSP (24900)**

Coordinator Honoraria (S20/F20) | $1,500.00 | Line reshuffle, no real change in expense
Volunteer Appreciation | -$460.00 | Expected value used
Ent/Promo/Meetings | -$100.00 | More reflective of actuals, cuts
Special Projects | -$2,700.00 | More reflective of actuals, cuts
<table>
<thead>
<tr>
<th>Item Description</th>
<th>Cost</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Earth Hour</td>
<td>-$500.00</td>
<td>No cost this year</td>
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<tr>
<td>Volunteer training</td>
<td>$50.00</td>
<td>Reflective of need</td>
</tr>
<tr>
<td>EcoLoo</td>
<td>-$500.00</td>
<td>No cost this year</td>
</tr>
<tr>
<td>Campus Compost</td>
<td>$1,000.00</td>
<td>New account created</td>
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<td>Clothing Store</td>
<td>$1,500.00</td>
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<td>Amortization</td>
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<td>Off Campus Community (24800)</td>
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<tr>
<td>PT Salary &amp; Wages</td>
<td>$7,200.00</td>
<td>Line reshuffle, no real change in expense</td>
</tr>
<tr>
<td>Coordinator Honoraria (S20/F20)</td>
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<td>Line reshuffle, no real change in expense</td>
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<tr>
<td>Volunteer Appreciation</td>
<td>-$260.00</td>
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<td>Volunteer Training</td>
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<td>COVID-19 expected expense reduction</td>
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<td>Don Events</td>
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<td>More reflective of actuals</td>
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<tr>
<td>Special Projects</td>
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<td>More reflective of actuals</td>
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<tr>
<td>Womens Centre (25100)</td>
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<tr>
<td>PT Salary &amp; Wages</td>
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<td>Line reshuffle, no real change in expense</td>
</tr>
<tr>
<td>Coordinator Honoraria (S20/F20)</td>
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<td>Line reshuffle, no real change in expense</td>
</tr>
<tr>
<td>Volunteer Appreciation</td>
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<td>More reflective of actuals, cuts</td>
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<td>Reflective of need</td>
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<tr>
<td>Office Supplies</td>
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<td>Ent/Promo/Meetings</td>
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<td>campuses</td>
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<td>Love Your Body Week (Fall)</td>
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<td>Body Appreciation Week (Spring)</td>
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<td>Volunteer Training</td>
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<tr>
<td>Bike Centre (24200)</td>
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<tr>
<td>PT Salary &amp; Wages</td>
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<td>Line reshuffle, no real change in expense</td>
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<tr>
<td>Coordinator Honoraria (S20/F20)</td>
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<td>Line reshuffle, no real change in expense</td>
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<tr>
<td>Volunteer Appreciation</td>
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</tr>
<tr>
<td>Ent/Promo/Meetings</td>
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<td>Reduced operations due to COVID-19</td>
</tr>
<tr>
<td>Events</td>
<td>-$200.00</td>
<td>Reduced operations due to COVID-19</td>
</tr>
<tr>
<td>Mechanic Honorarium</td>
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<td>Legal Theft Mng. Honorarium</td>
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<td>Amount</td>
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<td>Rental Mng. Honorarium</td>
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<tr>
<td>Coordinator Honoraria (S20/F20)</td>
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<td>Ent/Promo/Meetings</td>
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<td>Budget cuts</td>
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<tr>
<td>Special Events</td>
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<tr>
<td>Volunteer Training</td>
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<td>Reflective of need</td>
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<tr>
<td>Co-op Connection (24400)</td>
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<tr>
<td>PT Salary &amp; Wages</td>
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<tr>
<td>Coordinator Honoraria (S20/F20)</td>
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<td>Adjusted for Coordinator pay and Ambassador Honoraria</td>
</tr>
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<td>Reflective of need</td>
</tr>
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<td>Special Projects</td>
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</tr>
<tr>
<td>Events</td>
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<td>Ent/Promo/Meetings</td>
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<tr>
<td>PT Salary &amp; Wages</td>
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<tr>
<td>Coordinator Honoraria (S20/F20)</td>
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<tr>
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<td>Volunteer Appreciation</td>
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<tr>
<td>Ent/Promo/Meetings</td>
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<td>Reflective of need</td>
</tr>
<tr>
<td>Volunteer Training</td>
<td>$300.00</td>
<td>Reflective of need</td>
</tr>
<tr>
<td>Wellness Lounge/PSC</td>
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</tr>
<tr>
<td>RAISE (25400)</td>
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</tr>
<tr>
<td>Category</td>
<td>Budget</td>
<td></td>
</tr>
<tr>
<td>----------------------------------</td>
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</tr>
<tr>
<td>PT Salary &amp; Wages</td>
<td>$12,000.00</td>
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</tr>
<tr>
<td>Coordinator Honoraria (S20/F20)</td>
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<td>General Office/Supplies</td>
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<tr>
<td>Special Projects</td>
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<tr>
<td>Events</td>
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</tr>
<tr>
<td>Vibes Nights</td>
<td>-$160.00</td>
<td></td>
</tr>
<tr>
<td>Special Events (22000)</td>
<td>$500.00</td>
<td></td>
</tr>
</tbody>
</table>

**Special Events (22000)**

<table>
<thead>
<tr>
<th>Category</th>
<th>Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>Volunteer Recognition</td>
<td>-$500.00</td>
</tr>
<tr>
<td>General Supplies</td>
<td>-$50.00</td>
</tr>
<tr>
<td>Spring Welcome Week</td>
<td>-$4,500.00</td>
</tr>
<tr>
<td>Special Projects</td>
<td>-$100.00</td>
</tr>
<tr>
<td>Fall Events</td>
<td>-$43,000.00</td>
</tr>
<tr>
<td>Winter Welcome Week</td>
<td>$42,000.00</td>
</tr>
<tr>
<td>SLC Grand Opening</td>
<td>$10,000.00</td>
</tr>
</tbody>
</table>

- **PT Salary & Wages** $12,000.00: Line reshuffle, no real change in expense.
- **Coordinator Honoraria (S20/F20)** $1,500.00: Line reshuffle, no real change in expense.
- **General Office/Supplies** -$25.00: More reflective of actuals.
- **Volunteer Appreciation** -$50.00: Expected value used.
- **Ent/Promo/Meetings** -$300.00: More reflective of actuals.
- **Volunteer Training** $200.00: Reflective of need.
- **Special Projects** -$500.00: More reflective of actuals.
- **Events** -$500.00: More reflective of actuals.
- **Vibes Nights** -$160.00: More reflective of actuals.
- **Volunteer Recognition** -$500.00: Reduction in expected expenses due to COVID-19.
- **General Supplies** -$50.00: Reduction in expected expenses due to COVID-19.
- **Spring Welcome Week** -$4,500.00: Reduction in expected expenses due to COVID-19.
- **Special Projects** -$100.00: Reduction in expected expenses due to COVID-19.
- **Fall Events** -$43,000.00: Moved to Winter.
- **Winter Welcome Week** $42,000.00: Hope of welcoming students back to campus in W21.
- **SLC Grand Opening** $10,000.00: Optimistic of actually opening the building this year.
### Future considerations

In the short term, the VPSL portfolio will continue to have funds allocated where possible to support the online provision of services and equity initiatives. In the long term, funds will be reallocated to accommodate student choices, as is necessary due to the high proportion of optional fees in the VPSL portfolio.

The Committee recommends the following:

- The provision of usage data of services which would allow better allocation of funds to reflect student choice.
BUDGET & APPROPRIATIONS COMMITTEE
FY2020 Budget Report

- The exploration of unique approaches to revenue generation by each service, and by the Student Life portfolio as a whole.

- The implementation of a better clubs support system, including a minimum allotment with fund allocation increases that are proportional to usage and participation.

- A mass survey of students to determine interests and to gauge what events and services students find value in.

- Campus Life Department specific (i.e. per service or division) contingency plans should be developed, should there be unfavorable outcomes from the MTCU’s Student Choice Initiative which is currently being appealed in court. (For a worst case scenario – some fees being made opt-in instead of opt-out).

- The exploration of opportunities for developing and marketing supports for students participating in remote learning and on work terms away from campus.
**Education & Advocacy Portfolio**

**Overview**

*Role of the Vice President, Education* — The Vice President, Education (VPEd) is responsible for advocating on behalf of undergraduate students to the University of Waterloo, the municipality and region of Waterloo, the provincial government, and the federal government, on all matters related to postsecondary education. They also further student advocacy objectives and represent Waterloo to any External Political Organization of which WUSA is a member. Through the support of Commissioners, the portfolio also provides assistance to students facing difficulties in their interactions with the University or any level of government, or otherwise seeking assistance of a general academic nature.

**Strategic Categorization**

Strategic Categorization is based on primary functions of the portfolio. The Education & Advocacy Portfolio is advocacy focused and thus advocacy, associated stakeholder relations costs, and administrative costs for the portfolio dominate.

<table>
<thead>
<tr>
<th>Strategic Category</th>
<th>Absolute Cost</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Executive Compensation</td>
<td>$583,114.46</td>
<td>25%</td>
</tr>
<tr>
<td>Advocacy</td>
<td>$1,141,397.6</td>
<td>50%</td>
</tr>
<tr>
<td>Student Development</td>
<td>$8,940.00</td>
<td>4%</td>
</tr>
<tr>
<td>Administration</td>
<td>$426,561.6</td>
<td>19%</td>
</tr>
<tr>
<td>Stakeholder Relations</td>
<td>$5300.00</td>
<td>2%</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td><strong>$2,293,473.8</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

Executive Compensation—Salary, benefits and transition honoraria for the VP Education accounts for 25% of the portfolio budget, and increased by 7% from the prior year, largely due to the increase in
hours that commissioners work. This compensation package enables Full-Time elected students to serve as executives, leading the organization’s efforts in achieving post-secondary education priorities set by students.

Advocacy—The Advocacy portion of the portfolio budget accounts for 48% of expenditures and increased by 12% from the prior year. Advocacy provides for achieving student goals set by the Students’ Council in the post-secondary education sector. Advocacy is achieved by using channels established through stakeholder relations and membership in provincial and federal lobbying organizations. Provincial advocacy is led through OUSA and federal advocacy efforts are channeled through UCRU, which has a newly created director position.

Administration—19% of the portfolio budget is spent on general administration, increasing by 22% from the prior year, which is due to the increase of Commissioners’ salaries. Administration costs include Part-Time salaries for Commissioners, photocopying, telephone/cell phone plans, general office supplies, meetings, and costs of governance and oversight functionality by the Students’ Council committees (Education Advisory Council, External Advocacy Organization Review Sub-committee, and Co-operative Education Student Council).

Student Development—4% of the portfolio budget is spent on student development for Commissioners, Staff, and the Vice President, increasing by 58% from the prior year. This covers portions of conferences, professional development opportunities, travel, and special events opportunities.

Stakeholder Relations—2% of the portfolio budget is spent on stakeholder relations, decreasing by 42% from the prior year. Stakeholder relations fosters and supports relationships with students, University administration, and external groups. The VP Education and the Stakeholder Relations Officer negotiate and advocate on behalf of students with University and external stakeholders to advance student interests. This includes special events sponsorship such as “Politics at the Pub” where students directly engaged with electoral candidates in the elections.

Key Highlights
UCRU director position—The 2019 Winter General Meeting approved a fee increase of $0.62 per assessment which began in September of 2019 to support increased funding in the Vice President, Education portfolio. This increased funding helped to fund a new executive UCRU director position.

Absorption of Stakeholder Relations—SRO(41500) under VP Education has been subsumed by the Communications & Stakeholder Relations Budget.

Summary of the Portfolio

<table>
<thead>
<tr>
<th>Summary of Revenues</th>
<th>Actual 18/19</th>
<th>Budget 19/20</th>
<th>Budget 20/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Summary of Expenses</th>
<th>Actual 18/19</th>
<th>Budget 19/20</th>
<th>Budget 20/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>VP Education (40100)</td>
<td>$89,841.17</td>
<td>$65,667.61</td>
<td>$75,826.46</td>
</tr>
<tr>
<td>SRO (41500)</td>
<td>$1,753.12</td>
<td>$1,530.00</td>
<td>$-</td>
</tr>
<tr>
<td>OUSA (41400)</td>
<td>$107,239.82</td>
<td>$81,751.59</td>
<td>$86,728.00</td>
</tr>
<tr>
<td>Academic Affairs (41100)</td>
<td>$168.15</td>
<td>$35,759.33</td>
<td>$42,481.17</td>
</tr>
</tbody>
</table>
Summary of Expenditures

<table>
<thead>
<tr>
<th>Category</th>
<th>FY2020</th>
<th>FY2021</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government Affairs</td>
<td>$-</td>
<td>$11,903.11</td>
<td>+11,903.11</td>
</tr>
<tr>
<td>Local Affairs</td>
<td>-$120.00</td>
<td>$12,103.11</td>
<td>+12,103.11</td>
</tr>
<tr>
<td>Total</td>
<td>$198,882.26</td>
<td>$208,714.75</td>
<td>+9,832.49</td>
</tr>
</tbody>
</table>

Excess (deficiency) of Revenue over Expenses

<table>
<thead>
<tr>
<th>Category</th>
<th>FY2020</th>
<th>FY2021</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excess (deficiency)</td>
<td>$(198,882.26)</td>
<td>$(208,714.75)</td>
<td>$(229,347.38)</td>
</tr>
</tbody>
</table>

Changes to Budgeted Lines FY2020 to FY2021

<table>
<thead>
<tr>
<th>Category</th>
<th>Expense Changes</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office of the Vice President Education</td>
<td>$1200.00</td>
<td>Wages for outgoing VPED support in May</td>
</tr>
<tr>
<td>Telephone</td>
<td>$(185.00)</td>
<td>Reduced to reflect actual yearly expenditure</td>
</tr>
<tr>
<td>Cell phone</td>
<td>$(296.15)</td>
<td>A new structure for cell phone subsidies was adopted. The new subsidy will be $50/month</td>
</tr>
<tr>
<td>Travel/Conf/Professional Development</td>
<td>$2,640.00</td>
<td>Increase due to federal supplement and Student Union Development Summit</td>
</tr>
<tr>
<td>Special Projects</td>
<td>$500.00</td>
<td>Discretionary Expenses subsumed by Special Projects</td>
</tr>
<tr>
<td>Discretionary Expenses</td>
<td>$(500.00)</td>
<td>See Special Projects</td>
</tr>
<tr>
<td>UCRU</td>
<td>$5000.00</td>
<td>New executive director position created.</td>
</tr>
</tbody>
</table>
### Exec / Advocacy Gear

$1800.00

Increase in advocacy gear for exec, commissioners, service, societies, SRO and RPO

### Academic Affairs Commission

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>PT Salaries</td>
<td>$7,121.84</td>
</tr>
<tr>
<td>Represented the increased salary cap of Academic Affairs Commissioner, Cooperative &amp; Experiential Affairs Commissioner, and Centre for Academic Policy Support Coordinator, raised to $13,627.06</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discretionary Expenses</td>
<td>$(225.00)</td>
</tr>
<tr>
<td>Reduced to reflect actual expenditure</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coop Affairs/Fee Review/CSC</td>
<td>$(100.00)</td>
</tr>
<tr>
<td>Reduced to reflect actual expenditure</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entertainment/Promo/ Mtgs</td>
<td>$(75.00)</td>
</tr>
<tr>
<td>Centralized under VP Education</td>
<td></td>
</tr>
</tbody>
</table>

### Government Affairs Commission

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>PT Salaries</td>
<td>$2,373.95</td>
</tr>
<tr>
<td>Provincial &amp; Federal Affairs Commissioner salary cap raised to $13,627.06</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel/Conf/Professional Development</td>
<td>$100.00</td>
</tr>
<tr>
<td>Raised to match the budgeted expenditure of the other commissioners</td>
<td></td>
</tr>
</tbody>
</table>

### Local Affairs Commission

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>PT Salaries</td>
<td>$(2,168.41)</td>
</tr>
<tr>
<td>Municipal Affairs Commissioner salary only budgeted for two terms due to COVID financial position</td>
<td></td>
</tr>
</tbody>
</table>

### Ontario Undergraduate Student Alliance (OUSA)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Memberships</td>
<td>$2,426.41</td>
</tr>
<tr>
<td>Increased in anticipation of lower opt out rates. Note: OUSA expenses are tied 1-to-1 with student fee payment by contract, if fewer students opt out then this expense will exceed the budgeted amount.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special Events</td>
<td>$50.00</td>
</tr>
<tr>
<td>Inflationary Increase</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel/Conf/Professional Development</td>
<td>$2,500.00</td>
</tr>
<tr>
<td>Increased to account for inflation</td>
<td></td>
</tr>
</tbody>
</table>

### Stakeholder Relations Officer (SRO)

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone</td>
<td>$(300.00)</td>
</tr>
<tr>
<td>Subsumed under Communications &amp; Stakeholder Relations Budget</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Photocopying</td>
<td>$(100.00)</td>
</tr>
<tr>
<td>Subsumed under Communications &amp; Stakeholder Relations Budget</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Supplies</td>
<td>$(80.00)</td>
</tr>
<tr>
<td>Subsumed under Communications &amp; Stakeholder Relations Budget</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ent/Promo/Meetings</td>
<td>$(250.00)</td>
</tr>
<tr>
<td>Subsumed under Communications &amp; Stakeholder Relations Budget</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel/Conf/Professional Development</td>
<td>$(500.00)</td>
</tr>
<tr>
<td>Subsumed under Communications &amp; Stakeholder Relations Budget</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Special Projects</td>
<td>$(300.00)</td>
</tr>
<tr>
<td>Subsumed under Communications &amp; Stakeholder Relations Budget</td>
<td></td>
</tr>
</tbody>
</table>
As visible above, the organization has budgeted this year 110.4% higher expenditures for the VP Education portfolio than the year before, representing an increase of $21,766.82. Much of this is made up of an increase in wages, travel/conference/professional development spending, and OUSA contributions.

**Future considerations**

Specifically, it is the opinion of the Committee that the following recommendations be acted upon:
• Year-over-year, the rate at which the Education & Advocacy portfolio growth is relatively stable and sustainable; continued growth at this rate is recommended to best serve students while maintaining fiscal responsibility.

• The Committee recognizes that value and importance of the Education & Advocacy portfolio to WUSA’s mission, and thus recommends to future administrations that its funding should never decrease year-to-year; it should either hold constant or grow.

• Continue to ensure that advocacy efforts and successful outcomes of advocacy and their impacts on students are well communicated and marketed. Given the Student Choice Initiative, it is imperative that this be a top priority for the organization to ensure the average student payer is aware of the value of their advocacy fees. Such action may offset some losses within the Education & Advocacy portfolio.

• A departmental strategy plan be developed specific to each commission to guide the budget development process, particularly as the Committee moves toward a multi-year budget model. Such planning may also provide support through turn-over of executive and commissioner leadership.

• Regarding the Centre for Academic Policy Support, an implementation plan for the direction, staffing, and resource needs of the service should occur. Such a plan should provide for any FTE or PT staffing needs, as well as projections of anticipated volumes of users to inform the budget process.
Operations & Finance Portfolio

Overview

The portfolio includes a multitude of departments within the organization including all Commercial Operations/Business Units, Marketing & Communications, Accounting, IT, Internal Development, and SLC Operations. For budgeting purposes, the Operations & Finance portfolio is comprised of seven (7) main subcategories of the operating budget, of which four (4) divisional budgets within the portfolio are restricted by the Board of Directors in accordance with Policy 52, Freedom of Information & Secrecy in Corporate Governance, in the interest of legal and insurance affairs, commercial operations which under good business practice would not ordinarily be publicly disclosed, and matters pertaining to human resources or contract that the organization is legally obligated to keep confidential.

The bottom lines of all restricted budgets, including those of business units, are made public for forward looking comparison against the annual audit, for further information on restricted budgets, see the Corporate Overview. These divisions of the portfolio include:

- **VPOF** – The Vice President, Operations & Finance (VPOF) oversees the financial and administrative aspects of the corporation. This role also assists student groups with their budgeting, facilitates updates to the Health and Dental insurance plans, oversees pooled benefits plans like the UPass program and the Legal Protection Service, administers the Student Refugee Program in conjunction with on-campus partners, and oversees management of Part-Time and Full-Time personnel.

- **Director of Operations & Development** – The Director of Operations & Development oversees the Commercial Operations Manager, including the various retail and hospitality businesses operated by the association, supervises internal development and information technology, and oversees SLC Operations. This budget accounts for the day-to-day office work and projects that coincide with the Operations & Finance portfolio.

- **Operations* & Facilities*** – This division includes restricted budgets for the various business units operated by WUSA as well as the operations of the Student Life Centre. Pursuant to Policy 43, Commercial Operations, all Commercial Operations are self-run, meaning the revenues brought in throughout the year pay for the expenses going out. The rise of food and labour costs is a reoccurring burden for many of our commercial operations. Tactics have been implemented to pay close attention to costing and labour forecasts, while not hindering the quality of these businesses.

- **Information Technology* - 90% Student Fee, 10% Business Units** – IT incurs most of its capital costs from ongoing necessary software licensing and hardware replacement in WUSA offices and operations. In addition, recent budget growth is largely due to license/subscription centralization from the other departments within WUSA and investment in infrastructure to provide fee verification and opt-in/out controls required by changes to government policy, as well as the necessary administrative costs that accompany this scale up in operations. Ten percent (10%) of the department’s costs are borne by business unit cost centres reflecting the approximate use and expense of this overhead department.

- **General Office* - 90% Student Fee, 10% Business Units** – The General Office accounts for WUSA insurance, legal and contractual expenses, memberships, banking and some full-time salaries. Primary costs are legally or contractually required, such as insurance for student spaces and for
The senior management team constantly explores options to minimize these fees, to provide the best value-for-money for members. Ten percent (10%) of the department’s costs are borne by business unit cost centres reflecting the approximate use and expense of the overhead departments funded by the General Office budget.

- Services Salaries – All full-time salaries from WUSA are paid in accordance with the University Support Group corresponding with their evaluated job description. Salaries reflected an economic increase of 2% in accordance to the scale adjustments from Human Resources and UW Staff Association.
- Marketing & Communications – This department promotes and advertises information of WUSA. This includes marketing for the clubs, services, special events, commercial operations, advocacy, group benefits plans, and some societies. The department has many students working part-time for promotions, videography, and design.

(*) indicates a budget restricted by the Board of Directors.

A summary breakdown is presented below, followed by a strategic categorization by which the portfolio’s expenses can be reviewed in a more general context.

**Strategic Categorization**

Strategic categorization for the Operations & Finance portfolio’s expenditure is shown below with supporting data shown immediately thereunder. Note that many of this expenditures of the portfolio are not from student fees, but rather from sales in business operations, marketing, facilities management, and similar.

![Breakdown of Costs](image)

- Administrative & Financial Management: 55%
- Student Development: 9%
- Research & Development: 1%
- Stakeholder Relations: 1%
- Business Operations: 2%
- Capital Improvement & Maintenance: 1%
- Executive Compensation: 1%

Federation of Students August 23, 2020
The Operations & Finance portfolio is focused on execution of budget preparation and controls, financial analysis, administration & financial management, and business operations which are largely divided amongst the following seven identified strategic categories: administration, executive compensation, stakeholder relations, student development, capital improvement, business operations, and research & development.

- **Administration & Financial Management** — 55.5% of the portfolio budget is spent on general administration and controller functions, including human resources management for all full-time and part-time staff and committee functions related to the role of the Vice President.

- **Executive Compensation** — salary, benefits, and transition honoraria for the VP Operations & Finance accounts for 1.09% of the portfolio budget. Considering the focus of the Vice President’s office is on business operations and financials, fewer resources are required for this portfolio relative to others.

- **Stakeholder Relations** — stakeholder relationships accounts for 1.88% of the portfolio expenditures. Stakeholder relations fosters and supports relationships with students, University administration, and external groups. The portfolio’s stakeholder relationships include legal, commercial operations with on and off campus partners, sponsorship development, auditors, etc.

- **Student Development** — 0.82% of the portfolio budget is spent on student development. This covers conferences, professional development opportunities for students, travel, and some special projects within the portfolio.

- **Research & Development** — 1.22% of the budget is allocated to research and development that supports market analysis, financial analysis, business plans, and organizational planning. This includes some conference and travel expenses related to research.

- **Business Operations** — 30.89% of expenditure is related to business operations, which in turn bring in more than $5M in annual revenues. This includes operating student-run businesses, strategic business considerations, planning expansion and directional changes to businesses, and commercial operations marketing.
• Capital Improvement — Capital improvement accounts for 8.59% of expenses. This goes toward supporting capital maintenance and improvement in the Student Life Centre, for commercial operations, IT infrastructure, and more.

Summary of Portfolio

<table>
<thead>
<tr>
<th>Summary of Revenues/Gross Profit</th>
<th>Budget 19/20</th>
<th>Actuals 19/20</th>
<th>Budget 20/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>VPOF (10100)</td>
<td>$-</td>
<td>$ 1,629.19</td>
<td>$ 55,500.00</td>
</tr>
<tr>
<td>Director of Operations &amp; Development (11100)</td>
<td>$ 1,108.81</td>
<td>$ 1,212.92</td>
<td>$ 1,848.00</td>
</tr>
<tr>
<td>Operations (11000) &amp; Facilities (15000)</td>
<td>$ 1,805,872.60</td>
<td>$ 1,375,283.50</td>
<td>$ 1,374,534.26</td>
</tr>
<tr>
<td>Information Technology (14000)</td>
<td>$-</td>
<td>$ 13,349.14</td>
<td>$ 185,000.00</td>
</tr>
<tr>
<td>General Office (13000)</td>
<td>$ 3,786,337.85</td>
<td>$ 3,830,835.12</td>
<td>$ 4,689,604.88</td>
</tr>
<tr>
<td>Communications &amp; Stakeholder Relations (16000)</td>
<td>$ 163,545.04</td>
<td>$ 108,930.52</td>
<td>$ 86,456.66</td>
</tr>
<tr>
<td>Total</td>
<td>$ 5,756,864.30</td>
<td>$ 5,331,240.39</td>
<td>$ 6,392,943.79</td>
</tr>
</tbody>
</table>

Summary of Expenses

<table>
<thead>
<tr>
<th>Summary of Expenses</th>
<th>Budget 19/20</th>
<th>Actuals 19/20</th>
<th>Budget 20/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>VPOF (10100)</td>
<td>$ 75,141.74</td>
<td>$ 119,919.16</td>
<td>$ 265,358.81</td>
</tr>
<tr>
<td>Director of Operations &amp; Development (11100)</td>
<td>$ 3,696.04</td>
<td>$ 4,553.64</td>
<td>$ 5,660.00</td>
</tr>
<tr>
<td>Operations (11000) &amp; Facilities (15000)</td>
<td>$ 1,836,271.56</td>
<td>$ 1,721,775.59</td>
<td>$ 1,559,881.43</td>
</tr>
<tr>
<td>Information Technology (14000) - 90% Student Fee</td>
<td>$ 390,522.09</td>
<td>$ 364,078.09</td>
<td>$ 397,701.53</td>
</tr>
<tr>
<td>General Office (13000) - 90% Student Fee</td>
<td>$ 1,023,284.03</td>
<td>$ 936,174.35</td>
<td>$ 1,078,700.39</td>
</tr>
<tr>
<td>Services Salaries</td>
<td>$ 1,383,410.00</td>
<td>$ 1,284,730.33</td>
<td>$ 1,501,633.11</td>
</tr>
<tr>
<td>Communications &amp; Stakeholder Relations (16000)</td>
<td>$ 345,332.25</td>
<td>$ 242,507.97</td>
<td>$ 371,162.79</td>
</tr>
<tr>
<td>Total</td>
<td>$ 5,057,657.71</td>
<td>$ 4,673,739.13</td>
<td>$ 5,180,098.06</td>
</tr>
</tbody>
</table>

Net Income

| Net Income          | $ 699,206.59 | $ 657,501.26 | $ 1,212,845.73 |

Distribution of Revenues/Gross Profits

- VPOF (10100) 73%
- Director of Operations & Development (11100) 1%
- Operations (11000) & Facilities (15000) 1%
- Information Technology (14000) 3%
- General Office (13000) 0%
- Communications & Stakeholder Relations (16000) 22%
All revenues from student fees, the departments within the portfolio, interest, and investments are reported through the Operations & Finance portfolio. This is the principal revenue centre for the organization, from which all other portfolios and administrative departments are predominantly funded.

Distribution of Expenses

Despite support staff being organized by the Personnel Committee to each of the portfolios based on function or need, or earmarked fee increases, all full-time salaried staff are costed to the Operations & Finance portfolio.
**Summary of Operations & Facilities Departments**

<table>
<thead>
<tr>
<th>Revenues</th>
<th>Budget 19/20</th>
<th>Actuals 19/20</th>
<th>Budget 19/22</th>
</tr>
</thead>
<tbody>
<tr>
<td>INews</td>
<td>1,777,551.16</td>
<td>1,381,011.34</td>
<td>1,187,844.96</td>
</tr>
<tr>
<td>Caffeine Dispensary</td>
<td>112,433.92</td>
<td>99,863.62</td>
<td>28,199.00</td>
</tr>
<tr>
<td>Feds Used Books</td>
<td>915,532.50</td>
<td>775,496.78</td>
<td>659,396.25</td>
</tr>
<tr>
<td>Makers Kitchen</td>
<td>832,920.00</td>
<td>664,190.58</td>
<td>496,152.32</td>
</tr>
<tr>
<td>Bombshelter Pub</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Student Life Centre</td>
<td>1,761,075.32</td>
<td>1,495,872.57</td>
<td>1,614,426.96</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>5,399,512.90</td>
<td>4,416,434.89</td>
<td>3,986,019.49</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cost of Goods/Sales</th>
<th>Budget 19/20</th>
<th>Actuals 19/20</th>
<th>Budget 19/22</th>
</tr>
</thead>
<tbody>
<tr>
<td>INews</td>
<td>1,236,677.31</td>
<td>988,190.57</td>
<td>824,960.24</td>
</tr>
<tr>
<td>Caffeine Dispensary</td>
<td>60,349.50</td>
<td>60,095.38</td>
<td>19,773.88</td>
</tr>
<tr>
<td>Feds Used Books</td>
<td>672,548.13</td>
<td>510,619.99</td>
<td>476,528.44</td>
</tr>
<tr>
<td>Bombshelter Pub</td>
<td>352,923.36</td>
<td>271,583.37</td>
<td>206,787.59</td>
</tr>
<tr>
<td>Campus Bubble - Wasabi</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Makers Kitchen</td>
<td>286.87</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Student Life Centre</td>
<td>1,271,142.00</td>
<td>1,210,375.21</td>
<td>1,083,435.08</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>3,593,640.30</td>
<td>3,041,151.39</td>
<td>2,611,485.23</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gross Profit</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Total</strong></td>
<td>1,805,872.60</td>
<td>1,375,283.50</td>
<td>1,374,534.26</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>Budget 19/20</th>
<th>Actuals 19/20</th>
<th>Budget 19/22</th>
</tr>
</thead>
<tbody>
<tr>
<td>INews</td>
<td>463,367.91</td>
<td>417,254.73</td>
<td>318,697.62</td>
</tr>
<tr>
<td>Caffeine Dispensary</td>
<td>76,548.84</td>
<td>74,314.35</td>
<td>34,861.04</td>
</tr>
<tr>
<td>Feds Used Books</td>
<td>202,301.08</td>
<td>180,955.55</td>
<td>181,606.49</td>
</tr>
<tr>
<td>Makers Kitchen</td>
<td>470,040.04</td>
<td>439,361.12</td>
<td>407,391.24</td>
</tr>
<tr>
<td>Bombshelter Pub</td>
<td>2,429.54</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Student Life Centre</td>
<td>465,815.31</td>
<td>462,987.81</td>
<td>451,422.38</td>
</tr>
<tr>
<td>10% General Office</td>
<td>113,698.23</td>
<td>104,019.37</td>
<td>119,855.60</td>
</tr>
<tr>
<td>10% IT</td>
<td>43,391.34</td>
<td>40,453.12</td>
<td>44,189.06</td>
</tr>
<tr>
<td>Transfers-out (Director of Operations &amp; Development)</td>
<td>1,108.81</td>
<td>1,848.00</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,836,271.56</td>
<td>1,721,775.59</td>
<td>1,559,881.43</td>
</tr>
</tbody>
</table>

Notes on income statement presented above:

All Operations & Facilities operate as social enterprises, meaning their net surplus (loss) are used to support (or are supported by loan from) the organization. The objective of operations — commercial especially — is to support the rest of the organization in the promotion of its not-for-profit aims and objects. During the governing year FY2018/19, the Students’ Council approved amendments to the Policy 43, Commercial Services, that required that no money collected from student fees could be used to pay for expenses, direct or indirect, incurred by commercial operations, with some exceptions. In addition, policy amendments required that any net income from commercial operations, after capital improvements, was to be passed to the general fund for furtherance of the objects of the Corporation.
The impact of COVID-19 on the business' bottom lines has resulted in the FY2019/20 actuals deficit being higher than anticipated. The current deficit of $166,277.17 takes Spring and Fall 2020 closures into account for most businesses. It is the hope of the Budget and Appropriations Committee that the influx of revenue from the Canadian Emergency Wage Subsidy will offset most of this deficit.

Distribution of Operations & Facilities Departmental Gross Profit

Distribution of Operations & Facilities Departmental Expenses

Federation of Students Public 23 August 2020

Page | 50
### Summary of Marketing & Communications Department

<table>
<thead>
<tr>
<th>Department</th>
<th>Budget 19/20</th>
<th>Actuals 19/20</th>
<th>Budget 20/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Communications &amp; Stakeholder Relations</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing - General</td>
<td>$25,000.00</td>
<td>$40,317.68</td>
<td>$17,500.00</td>
</tr>
<tr>
<td>Communications</td>
<td></td>
<td>$1,185.73</td>
<td></td>
</tr>
<tr>
<td>Handbook</td>
<td>$40,000.00</td>
<td>$41,295.50</td>
<td>$30,000.00</td>
</tr>
<tr>
<td>Marketing - Advocacy</td>
<td>$3,000.00</td>
<td>$1,801.24</td>
<td></td>
</tr>
<tr>
<td>Marketing - Campus Life, Services, and Programming</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing - Research, Clubs &amp; Societies</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing - Operations &amp; Facilities</td>
<td>$95,305.04</td>
<td>$24,764.17</td>
<td>$38,956.66</td>
</tr>
<tr>
<td>Stakeholder Relations</td>
<td></td>
<td>$1,467.24</td>
<td></td>
</tr>
<tr>
<td>Research</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>$163,545.04</td>
<td>$106,930.52</td>
<td>$86,456.66</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Department</th>
<th>Budget 19/20</th>
<th>Actuals 19/20</th>
<th>Budget 20/21</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Communications &amp; Stakeholder Relations</td>
<td></td>
<td>$4,780.00</td>
<td></td>
</tr>
<tr>
<td>Marketing - General</td>
<td>$70,095.97</td>
<td>$70,257.35</td>
<td>$111,095.06</td>
</tr>
<tr>
<td>Communications</td>
<td>$28,480.50</td>
<td>$24,530.79</td>
<td>$30,044.78</td>
</tr>
<tr>
<td>Handbook</td>
<td>$27,000.00</td>
<td>$20,628.73</td>
<td>$30,000.00</td>
</tr>
<tr>
<td>Marketing - Advocacy</td>
<td>$35,112.51</td>
<td>$25,496.00</td>
<td></td>
</tr>
<tr>
<td>Marketing - Campus Life, Services, and Programming</td>
<td>$55,046.72</td>
<td>$43,833.00</td>
<td>$55,593.75</td>
</tr>
<tr>
<td>Marketing - Research, Clubs &amp; Societies</td>
<td>$34,291.51</td>
<td>$25,437.90</td>
<td></td>
</tr>
<tr>
<td>Marketing - Operations &amp; Facilities</td>
<td>$30,305.04</td>
<td>$21,843.64</td>
<td>$41,278.96</td>
</tr>
<tr>
<td>Stakeholder Relations</td>
<td></td>
<td>$6,130.00</td>
<td></td>
</tr>
<tr>
<td>Research</td>
<td></td>
<td>$461.51</td>
<td>$92,242.64</td>
</tr>
<tr>
<td>Total</td>
<td>$345,332.25</td>
<td>$245,997.97</td>
<td>$371,162.79</td>
</tr>
</tbody>
</table>

**Net Income**

- **Budget 19/20**: $ (181,787.21)
- **Actuals 19/20**: $ (133,577.45)
- **Budget 20/21**: $ (284,706.13)

The Marketing & Communications Department provides support to WUSA services, societies, clubs and departments through marketing and communications for efforts that inform University of Waterloo undergraduates on the ways their student union serves, empowers and represents them. The department is also responsible for production of the student handbook. Except for the Commercial Operations portion of the budget, the budget is public and set by the Students' Council as of this year. The Commercial Operations portion is funded through a percentage of sales and is accounted for in the business unit budgets as an advertising expense (transferred out to the Marketing & Communications Department).

For FY2020/21, the MarComm has introduced two new sub-budgets, Stakeholder Relations and Research. Stakeholder Relations is a budget for the Stakeholder Relations Officer hired in the FY2019.20 year. Research details the increased funding by WUSA for increased advocacy influenced by research and student input. Marketing – Research, Clubs and Services has been divided into Research and Marketing – Campus Life, Services and Programming.
Distribution of Marketing & Communications Departmental Revenues

Distribution of Marketing & Communications Departmental Expenses

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Changes in Budgeted Lines FY2019 to FY2020

The bottom-line changes that occurred from last fiscal year to this fiscal year was a $135,867.21 decrease in net surplus, with a $(1,277,615.20) decrease expenses. Closure of the businesses and a decrease in demand due to COVID-19 has greatly impacted the revenue lines for the businesses. In response, expenses have been greatly reduced to accommodate. Below there is a line by line assessment for those public budgets funded by student fees directly overseen by the VPOF comparing budgeted values to one another. All values are rounded to the nearest cent.

<table>
<thead>
<tr>
<th>Operations &amp; Finance Portfolio</th>
<th>Expense Changes</th>
<th>Reason</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Life/EOI Endowment Fund</td>
<td>$4,500.00</td>
<td>Council procedures 16 &amp; 17: EDI Fund Bylaws and SLEF Bylaws</td>
</tr>
<tr>
<td>Bombshelter Architect - Capital Plan</td>
<td>$51,000.00</td>
<td>PSWC Approved Rev from CPF for Bomber Architectural Designs</td>
</tr>
<tr>
<td>Student Event Venue Subsidy</td>
<td>$-1,750.00</td>
<td>Reduced for limited Spring Term Operations</td>
</tr>
<tr>
<td>PT Salaries</td>
<td>$6,725.00</td>
<td>PT Wages for Outgoing VPOF for May 2020 - Approved at Exec Committee</td>
</tr>
<tr>
<td>AVP Environment Sustainability</td>
<td>$4,542.35</td>
<td>Wages for hiring in Winter 2021</td>
</tr>
<tr>
<td>Bombshelter Architect - Capital Plan</td>
<td>$51,000.00</td>
<td>Expense for Bomber Architectural Designs</td>
</tr>
<tr>
<td>Staff Appreciation</td>
<td>$1,000.00</td>
<td>Staff Appreciation for years worked with the organization</td>
</tr>
<tr>
<td>Cell Phone</td>
<td>$-296.15</td>
<td>Reduced to $50/mo under new standard set by BAC</td>
</tr>
<tr>
<td>Photocopying</td>
<td>$50.00</td>
<td>Increased as actuals for FY2021 we’re significantly higher</td>
</tr>
<tr>
<td>Travel/Conf/Prof Dev't</td>
<td>$-1,800.00</td>
<td>Reduced due to COVID-19</td>
</tr>
<tr>
<td>Discretionary</td>
<td>$2,000.00</td>
<td>Introduced for any expenses that arise during the course of the year</td>
</tr>
<tr>
<td>Special Projects</td>
<td>$5,500.00</td>
<td>Reduced to $1K due to COVID &amp; $8K IFC insurance for Anti-Black Racism</td>
</tr>
<tr>
<td>Wellness Package Funding</td>
<td>$30,000.00</td>
<td>General Fund Amount for Fall 2020 WUSA Wellness Packages</td>
</tr>
<tr>
<td>COVID-19 Response – Staff and Volunteer Financial Support</td>
<td>$40,000.00</td>
<td>Amounts approved by BAC for COVID related expenses for WUSA and Societies</td>
</tr>
<tr>
<td>COVID-19 Response – Societies/Business Wastage Recovery</td>
<td>$50,000.00</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Office of the Vice President Operations &amp; Finance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfers-in (Commercial Operations, 30%)</td>
</tr>
<tr>
<td>Cell Phone</td>
</tr>
<tr>
<td>Travel/Conference/Prof Dev</td>
</tr>
<tr>
<td>Photocopying</td>
</tr>
<tr>
<td>Special Projects</td>
</tr>
</tbody>
</table>
### BUDGET & APPROPRIATIONS COMMITTEE
FY2020 Budget Report

#### Operations and Facilities Departments

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>INews</td>
<td>-$33,318.84</td>
<td>Closure of the businesses and decreased demand due to COVID-19</td>
</tr>
<tr>
<td>Caffeine Dispensary</td>
<td>-$1,971.50</td>
<td>Increased SSAC Revenue along with cutting back of expenses due to COVID-19</td>
</tr>
<tr>
<td>Feds Used Books</td>
<td>-$39,421.97</td>
<td>Closure of the businesses and decreased demand due to COVID-19</td>
</tr>
<tr>
<td>Maker’s Kitchen</td>
<td>-$109,063.11</td>
<td>Closure of the businesses and decreased demand due to COVID-19</td>
</tr>
<tr>
<td>Student Life Centre</td>
<td>$55,441.49</td>
<td>Increased SSAC Revenue along with cutting back of expenses due to COVID-19</td>
</tr>
<tr>
<td>Full-Time Business Salaries</td>
<td>$6,157.37</td>
<td>Salary adjustments and contact position for Makers Kitchen</td>
</tr>
<tr>
<td>IT Contribution</td>
<td>$797.72</td>
<td>Slight increase in Salaries, Amortization and Subscriptions</td>
</tr>
<tr>
<td>Transfers-out (Director of Operation &amp; Development, 30%)</td>
<td>$589.19</td>
<td>Required by Council and corporate policy. Paid by Commercial Operations</td>
</tr>
</tbody>
</table>

#### Marketing & Communications Department

**Director of Communications and Stakeholder Relations**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Telephone</td>
<td>$300.00</td>
<td></td>
</tr>
<tr>
<td>Cell Phone</td>
<td>$780.00</td>
<td></td>
</tr>
<tr>
<td>Printing/Graphic</td>
<td>$200.00</td>
<td></td>
</tr>
<tr>
<td>General Office/Computer Supply</td>
<td>$400.00</td>
<td>New position &amp; respective budget. Will be compared to FY2021 Actuals in preparation of FY2022 budget</td>
</tr>
<tr>
<td>Entertainment/Promo/Meeting</td>
<td>$500.00</td>
<td></td>
</tr>
<tr>
<td>Travel/Conf/Wkp/Prof Dev</td>
<td>$1,500.00</td>
<td></td>
</tr>
<tr>
<td>Staff Relations</td>
<td>$600.00</td>
<td></td>
</tr>
<tr>
<td>Special Projects</td>
<td>$500.00</td>
<td></td>
</tr>
</tbody>
</table>

**Marketing - General**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising</td>
<td>-$2,000.00</td>
<td>Reduced due to COVID-19</td>
</tr>
<tr>
<td>Poster Runs</td>
<td>-$5,500.00</td>
<td>Reduced demand due to COVID-19 and Spring 2020 closure</td>
</tr>
<tr>
<td>Salaries &amp; Wages Part Time</td>
<td>$33,159.09</td>
<td>Increase in PT Staff positions and hours</td>
</tr>
<tr>
<td>Telephone</td>
<td>$600.00</td>
<td>Increased to match actual requirements</td>
</tr>
<tr>
<td>Cell Phone</td>
<td>-$60.00</td>
<td>Decreased to match actual requirements</td>
</tr>
<tr>
<td>Photocopying</td>
<td>$50.00</td>
<td></td>
</tr>
<tr>
<td>Printing/Graphic</td>
<td>$300.00</td>
<td>Now reflect for all Marketing. Also reduced due to COVID-19</td>
</tr>
<tr>
<td>General Office/Computer Supply</td>
<td>$250.00</td>
<td></td>
</tr>
<tr>
<td>Entertainment/Promo/Meeting</td>
<td>$300.00</td>
<td></td>
</tr>
<tr>
<td>Promotions</td>
<td>$500.00</td>
<td></td>
</tr>
<tr>
<td>Travel/Conf/Wkp/Prof Dev</td>
<td>-$1,000.00</td>
<td>Reduced due to COVID-19</td>
</tr>
<tr>
<td>Advertising</td>
<td>-$2,400.00</td>
<td></td>
</tr>
<tr>
<td>Advertising Students’ Council</td>
<td>$500.00</td>
<td></td>
</tr>
<tr>
<td>Advertising DUSA/UCRU Campaigns</td>
<td>$1,500.00</td>
<td></td>
</tr>
<tr>
<td>Advertising Elections &amp; Referenda</td>
<td>$5,000.00</td>
<td>Moved from Marketing - Advocacy line</td>
</tr>
<tr>
<td>Advertising General Meetings</td>
<td>$1,500.00</td>
<td></td>
</tr>
<tr>
<td>Town Halls</td>
<td>$1,500.00</td>
<td></td>
</tr>
<tr>
<td>Advertising General Advocacy</td>
<td>$1,500.00</td>
<td></td>
</tr>
</tbody>
</table>
### Marketing - Campus Life, Services & Programming

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Wages P/T</td>
<td>-$712.97</td>
<td>Reduced due to COVID-19, but also now included PT Clubs Manager Wages</td>
</tr>
<tr>
<td>Telephone</td>
<td>-$300.00</td>
<td></td>
</tr>
<tr>
<td>Cell Phone</td>
<td>-$240.00</td>
<td></td>
</tr>
<tr>
<td>Printing/Graphic</td>
<td>-$300.00</td>
<td></td>
</tr>
<tr>
<td>General Office/Computer Supply</td>
<td>-$100.00</td>
<td></td>
</tr>
<tr>
<td>Entertainment/Promo/Meeting</td>
<td>-$75.00</td>
<td></td>
</tr>
<tr>
<td>Promotions</td>
<td>$750.00</td>
<td></td>
</tr>
<tr>
<td>Advertising</td>
<td>$200.00</td>
<td></td>
</tr>
<tr>
<td>Advertising All Clubs</td>
<td>$1,200.00</td>
<td>Moved from Marketing – Research, Clubs and Services</td>
</tr>
<tr>
<td>Advertising Clubs Community Centre</td>
<td>$200.00</td>
<td></td>
</tr>
<tr>
<td>Advertising Clubs Special Events</td>
<td>$600.00</td>
<td></td>
</tr>
<tr>
<td>Advertising Womens Centre</td>
<td>-$200.00</td>
<td></td>
</tr>
<tr>
<td>Advertising SCI</td>
<td>-$300.00</td>
<td></td>
</tr>
<tr>
<td>Advertising Student Food Bank</td>
<td>$600.00</td>
<td></td>
</tr>
<tr>
<td>Advertising ICEN</td>
<td>-$200.00</td>
<td></td>
</tr>
<tr>
<td>Advertising Coop Connection</td>
<td>$625.00</td>
<td></td>
</tr>
<tr>
<td>Advertising Volunteer Centre</td>
<td>-$300.00</td>
<td></td>
</tr>
<tr>
<td>Advertising Bike Centre</td>
<td>$200.00</td>
<td></td>
</tr>
<tr>
<td>Advertising Mates</td>
<td>$100.00</td>
<td></td>
</tr>
<tr>
<td>Advertising RAISE</td>
<td>-$200.00</td>
<td></td>
</tr>
<tr>
<td>Advertising Welcome Week</td>
<td>-$500.00</td>
<td></td>
</tr>
<tr>
<td>Advertising Wellness Days</td>
<td>-$200.00</td>
<td></td>
</tr>
<tr>
<td>Advertising ICW</td>
<td>-$350.00</td>
<td></td>
</tr>
<tr>
<td>Services Special Projects</td>
<td>$50.00</td>
<td></td>
</tr>
</tbody>
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### Communications

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries &amp; PT Wages</td>
<td>$2,853.33</td>
<td>Adjusted for increased PT hours</td>
</tr>
<tr>
<td>Photocopying</td>
<td>-$25.00</td>
<td>Adjusted to reflect FY2020 Actuals</td>
</tr>
<tr>
<td>Promotions / Digital Ads</td>
<td>-$500.00</td>
<td>Adjusted to reflect FY2020 Actuals</td>
</tr>
<tr>
<td>Travel/Conf/Work/Prof Developm</td>
<td>-$200.00</td>
<td>Reduced need due to COVID-19</td>
</tr>
<tr>
<td>Amortization</td>
<td>$35.95</td>
<td>Adjusted to reflect actual FY2021 need</td>
</tr>
<tr>
<td>Special Projects</td>
<td>-$350.00</td>
<td>Reduced due to COVID-19</td>
</tr>
<tr>
<td>Web Projects</td>
<td>-$250.00</td>
<td>Reduced due to COVID-19</td>
</tr>
</tbody>
</table>

### Handbook

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Advertising Revenue</td>
<td>-$10,000.00</td>
<td>Reduced due to COVID-19 decrease in demand</td>
</tr>
<tr>
<td>Salaries And P/T Wages</td>
<td>-$2,000.00</td>
<td>Reduced due to COVID-19 staff cuts</td>
</tr>
<tr>
<td>Printing/Graphic</td>
<td>$5,000.00</td>
<td>Last year’s cost reflects a one time anticipated discount</td>
</tr>
</tbody>
</table>

Federation of Students Public 23 August 2020

Page | 55
## BUDGET & APPROPRIATIONS COMMITTEE
### FY2020 Budget Report

<table>
<thead>
<tr>
<th>Marketing, Operations &amp; Finance</th>
<th>Transfers-in (Operations &amp; Facilities Advertisement)</th>
<th>Dependent on Commercial Operations Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$-56,348.38</td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Wages P/T</td>
<td>$-26,174.03</td>
<td>Reduced due to COVID-19</td>
</tr>
<tr>
<td>Telephone</td>
<td>$-300.00</td>
<td></td>
</tr>
<tr>
<td>Cell Phone</td>
<td>$-240.00</td>
<td></td>
</tr>
<tr>
<td>Photocopying</td>
<td>$-10.00</td>
<td>Now reflected in Marketing - General</td>
</tr>
<tr>
<td>Printing/Graphic</td>
<td>$-550.00</td>
<td></td>
</tr>
<tr>
<td>General Office/Computer Supply</td>
<td>$-250.00</td>
<td></td>
</tr>
<tr>
<td>Entertainment/Promo/Meeting</td>
<td>$-200.00</td>
<td></td>
</tr>
<tr>
<td>Market Research - Mystery Shop / Survey / Focus Groups</td>
<td>$-1,000.00</td>
<td></td>
</tr>
<tr>
<td>Advertising - Student Life Centre / Feds Bus</td>
<td>$2,000.00</td>
<td></td>
</tr>
<tr>
<td>Advertising - Feds Used Books</td>
<td>$-6,000.00</td>
<td>Reduced due to COVID-19 Bombshelter Pub and Campus Bubble amounts for marketing work done with respect to reopening</td>
</tr>
<tr>
<td>Advertising - International News</td>
<td>$-8,500.00</td>
<td></td>
</tr>
<tr>
<td>Advertising - Bombshelter Pub</td>
<td>$-1,000.00</td>
<td></td>
</tr>
<tr>
<td>Advertising - Campus Bubble/ Wasabi</td>
<td>$-2,500.00</td>
<td></td>
</tr>
<tr>
<td>Advertising - Dispensary</td>
<td>$-2,300.00</td>
<td></td>
</tr>
<tr>
<td>Special Projects</td>
<td>$-3,693.75</td>
<td></td>
</tr>
</tbody>
</table>

| Stakeholder Relations | Telephone | $350.00 | |
|                       | Photocopying/Printing | $800.00 | |
|                       | Office Supplies | $200.00 | |
|                       | Membership/Subscriptions | $1,200.00 | |
|                       | Entertainment/Promo/Meeting | $500.00 | |
|                       | Travel/Conf/Wkp/Prof Dev | $580.00 | |
|                       | Discretionary Allowance | $1,500.00 | |
|                       | Stakeholder Appreciation/Recognition | $1,000.00 | |

| Research | PT/Co-op Salary & Wages | $41,792.64 | Covers 1 Co-op per term, starting Fall. Increases to $50,400 following year |
|          | Student/Member Research | $48,000.00 | Dedicated research panel to support work with student research, under oversight of VPED |
|          | Telephone | $350.00 | |
|          | Photocopying/Printing | $500.00 | |
|          | Office Supplies | $100.00 | |
|          | Entertainment/Promo/Meeting | $100.00 | |
|          | Travel/Conf/Wkp/Prof Dev | $500.00 | |
|          | Discretionary Allowance | $400.00 | |
|          | Market Research | $300.00 | |
|          | Subscriptions | $200.00 | |
Future Considerations

The portfolio has had a sustained need for administrative support as greater functional requirements and demands are made on the Office of the Vice President, Operations & Finance, and the Office’s charge in support of the objectives set by the Executive Committee, the Students’ Council, and the Board of Directors. With the exception of Operations and Facilities, all revenue and expense levels have increased over the last year to meet these needs despite the impacts of COVID-19. Ultimately these impacts will be unique to FY2021 and consideration of the social/campus environments will drastically determine future budget changes.

It is the recommendation of Budget & Appropriations Committee that:

- Greater administrative, financial, and secretarial support be provided to the Operations & Finance portfolio for amount being requested of the portfolio’s departments. This burden is not likely to decrease, and ongoing administrative support offers consistency and maintenance of important priorities between governing years where they might otherwise be impacted by turnover.
- A business unit within Campus Bubble/ Wasabi space should be opened with a new competitive concept in the SLC/PAC Expanded food court to generate revenue to better support salary costs for the Maker’s Kitchen, which was formerly supported by both the prior business units in this space and student fees. This will enable some salary costings currently borne by Maker’s Kitchen to be offloaded to a new business in that space, which will help support overhead functions.
- A review of Dispensary operations should be undertaken by Commercial Operations to generate and adopt a business plan to circumvent continued budgetary deficits.
Corporate Overview

Student Fees

The major source of revenue for WUSA is through student fees. Note that the Fiscal Year runs 1 May 2019 to 30 April 2020, however the Academic Year runs from 1 September 2019 until 31 August 2020. In practice, this means that typically fee increases come one-third the way through a given year. Resulting from the Ancillary Fee Directive, a new fee framework began on the September 1st. Prior to this date the entire “Federation of Students’ Fee” was compulsory and there were no administrative overheads charged on any other fees. As a result, student fee revenues have become far more complicated to predict, particularly when including the 2.5% administrative overhead applied to the fees for administered funds.

<table>
<thead>
<tr>
<th></th>
<th>Mandatory Fees</th>
<th>Optional Fees (70%)</th>
<th>2.5% Administrative Overhead</th>
</tr>
</thead>
<tbody>
<tr>
<td>SPRING</td>
<td>$452,728.42</td>
<td>$60,758.37</td>
<td>-</td>
</tr>
<tr>
<td>FALL</td>
<td>$1,084,998.76</td>
<td>$297,159.97</td>
<td>-</td>
</tr>
<tr>
<td>WINTER</td>
<td>$1,096,364.00</td>
<td>$350,318.14</td>
<td>-</td>
</tr>
<tr>
<td>Total</td>
<td>$2,634,091.18</td>
<td>$708,236.48</td>
<td>$212,506.09</td>
</tr>
<tr>
<td>Grand Total</td>
<td></td>
<td></td>
<td>$3,554,833.76</td>
</tr>
</tbody>
</table>

This year, the Budget & Appropriations Committee conservatively estimates $3.66M in revenue from student fees based on the prior academic year’s enrollment data and administered fund premiums. There is an assumed opt out rate of 50% for Spring 2020, 40% for Fall 2020, and 30% for Winter 2021. Actual income may exceed this target based on actual premiums for the FY2021 and based on real opt-out data. COVID-19 has resulted in tremendous uncertainty regarding opt-outs and fees levied, so the Budget and Appropriations Committee felt it necessary to conservatively approach the approximation of fee revenue.

Transfers Out

These fees are collected by WUSA and then transferred out to a third-party service provider. This includes the health and dental plan with Student Care and the U-Pass with GRT. The table below identifies the total FY2020 transfers out based on premiums for each administered fund.

<table>
<thead>
<tr>
<th>Administered Funds Premiums</th>
<th>Total FY2020 Premiums</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Insurance Plan</td>
<td>$1,589,739.83</td>
<td>Transfers out are made to StudentCare, the contracted plan administrator based on claims experience/plan use. WUSA, acting through StudentCare, maintains an insurance policy which underlies the Health Plan. The Health Plan operates on refund accounting, which is an</td>
</tr>
</tbody>
</table>
exercise in budgeting, as all finances flow back to the WUSA as the policy holder. Internal reserves carried by WUSA are restricted and noted on audited financial statements.

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dental Insurance Plan</td>
<td>$1,742,173.29</td>
<td>Transfers out are made to StudentCare, the contracted plan administration based on claims experience/plan use. WUSA, acting through StudentCare, maintains an insurance policy which underlies the Dental Plan. The Dental Plan is an underwritten plan on a fully insured basis, reducing budget complexity and risk. Internal reserves carried by WUSA are restricted and noted on audited financial statements.</td>
</tr>
<tr>
<td>GRT U-Pass</td>
<td>$5,431,426.15</td>
<td>Transfers out are made to the Grand River Transit, Region of Waterloo, under contract for the provision of the Universal Transit Pass. GRT U-Pass is internally restricted and noted on the audited financial statements.</td>
</tr>
<tr>
<td>Student Refugee Program (SRP)</td>
<td>$111,200.60</td>
<td>Transfers out are made to an internally restricted SRP Account for support for student refugees. The fund is shown on the audited financial statements.</td>
</tr>
<tr>
<td>Legal Protection Service</td>
<td>$608,283.86</td>
<td>A new administered fund supporting the implementation of the Legal Protection Service adopted by Referenda. Transfers out are made to StudentCare, as contracted to administer the plan for WUSA.</td>
</tr>
<tr>
<td>Societies Fund</td>
<td>$739,011.67</td>
<td>The grand total of transfers-out from the General Fund to the Societies Fund (the collection of all Societies’ accounts) estimated based on the prior fiscal year’s actuals. Actual amounts may vary based on fee adjustments and number of enrolled students. Societies budgets are prepared and approved on a termly basis by the individual constituency Societies, subject to review and acceptance by the VP Operations &amp; Finance.</td>
</tr>
</tbody>
</table>
Corporate Salaries

All full-time salaries from the Federation of Students are paid in accordance with the University Support Group corresponding with their evaluated job description. Salaries reflected an economic increase of 2% in accordance to the scale adjustments from Human Resources and UW Staff Association.

Note that USG and JobVal are reported from current position, they do not reflect likely regrading which is scheduled to occur by the University HR Department & Staff Relations Committee (SRC) as the Board’s approval of the organizational restructure as recommended by the Personnel Committee.
Note: some roles have been excluded as they are not currently hired. With the uncertainty of the COVID-19 environment, the Personnel Committee will adjust as necessary for staffing requirements. These exact values are subject to change based on organizational regrading being undertaken by the University of Waterloo Human Resources Department. Generally, based on changes expected in this process, the costs associated with service lines (including staff salaries) can be expected to increase.

<table>
<thead>
<tr>
<th>Role</th>
<th>University Salary Grade (USG)</th>
<th>Job Valuation, 35 hrs/wk annual (JobVal)</th>
</tr>
</thead>
<tbody>
<tr>
<td>President</td>
<td></td>
<td></td>
</tr>
<tr>
<td>VP Education</td>
<td></td>
<td></td>
</tr>
<tr>
<td>VP Student Life</td>
<td></td>
<td></td>
</tr>
<tr>
<td>VP Operations and Finance</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Manager</td>
<td>15</td>
<td>$131,055.66</td>
</tr>
<tr>
<td>Director of Student Engagement</td>
<td>10</td>
<td>$85,046.96</td>
</tr>
<tr>
<td>Clubs Manager</td>
<td>6</td>
<td>$59,872.39</td>
</tr>
<tr>
<td>Services Manager</td>
<td>6</td>
<td>$59,872.39</td>
</tr>
<tr>
<td>Special Events Coordinator - Programming</td>
<td>6</td>
<td>$59,872.39</td>
</tr>
<tr>
<td>Orientation and Member Transitions Manager</td>
<td>8</td>
<td>$71,736.27</td>
</tr>
<tr>
<td>Orientation Administrative Coordinator</td>
<td>7</td>
<td>$65,659.65</td>
</tr>
<tr>
<td>Director Operations and Development</td>
<td>12</td>
<td>$101,251.29</td>
</tr>
<tr>
<td>Commercial Operations Manager</td>
<td>10</td>
<td>$85,046.96</td>
</tr>
<tr>
<td>Area Manager, Food Operations</td>
<td>8</td>
<td>$71,736.27</td>
</tr>
<tr>
<td>Assistant Manager, Service Kitchen</td>
<td>6</td>
<td>$59,872.39</td>
</tr>
<tr>
<td>SLC Operations Manager</td>
<td>8</td>
<td>$71,736.27</td>
</tr>
<tr>
<td>Convenience Store Manager</td>
<td>8</td>
<td>$71,736.27</td>
</tr>
<tr>
<td>Feds Used Books Manager</td>
<td>8</td>
<td>$71,736.27</td>
</tr>
<tr>
<td>IT Manager</td>
<td>11</td>
<td>$92,859.76</td>
</tr>
<tr>
<td>IT Administrator</td>
<td>7</td>
<td>$65,659.65</td>
</tr>
<tr>
<td>SR Enterprise Application Integration Developer</td>
<td>9</td>
<td>$78,102.26</td>
</tr>
<tr>
<td>Enterprise Application Integration Developer</td>
<td>8</td>
<td>$71,736.27</td>
</tr>
<tr>
<td>Web Design Specialist</td>
<td>8</td>
<td>$71,736.27</td>
</tr>
<tr>
<td>Math Coffee and Donut Shop Manager</td>
<td>7</td>
<td>$65,659.65</td>
</tr>
<tr>
<td>Finance Officer</td>
<td>11</td>
<td>$92,859.76</td>
</tr>
<tr>
<td>Societies Accountant</td>
<td>7</td>
<td>$65,659.65</td>
</tr>
<tr>
<td>Societies Accounting Assistant</td>
<td>5</td>
<td>$54,374.50</td>
</tr>
<tr>
<td>Financial Systems Specialist and Accountant</td>
<td>9</td>
<td>$78,102.26</td>
</tr>
<tr>
<td>AP/R Assistant</td>
<td>6</td>
<td>$59,872.39</td>
</tr>
<tr>
<td>Accounting Clerk/Receptionist</td>
<td>5</td>
<td>$54,374.50</td>
</tr>
<tr>
<td>Director Communications and SR</td>
<td>11</td>
<td>$92,859.76</td>
</tr>
<tr>
<td>Marketing Manager</td>
<td>9</td>
<td>$78,102.26</td>
</tr>
<tr>
<td>Marketing Specialist</td>
<td>7</td>
<td>$65,659.65</td>
</tr>
<tr>
<td>Marketing Specialist</td>
<td>7</td>
<td>$65,659.65</td>
</tr>
<tr>
<td>Stakeholder Relations Officer</td>
<td>8</td>
<td>$71,736.27</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>-</strong></td>
<td><strong>$2,213,722.41</strong></td>
</tr>
<tr>
<td><strong>Average</strong></td>
<td><strong>8.2</strong></td>
<td><strong>$73911.16 ± $14,758.15</strong></td>
</tr>
</tbody>
</table>

Note: these data are subject to change based on organizational regrading being undertaken by the University of Waterloo Human Resources Department. Generally, based on changes expected in this process, the costs associated with service lines (including staff salaries) can be expected to increase.
In addition to the fee revenue estimates done by the FY19/20 and FY20/21 VPOFs, the Chair of the Audit and Risk Management Committee together with the Vice-Chair of the Budget and Appropriations Committee performed a granular fee analysis which is included below. The analysis resulted in a confirmation that budgeted fees revenues ($3,786,337.85) were not above projected revenues ($5,357,103.75). This projected excess over budgeted revenues does not in the opinion of the analysts, reflect a need to change the budgeted revenues, as the purpose of this exercise was to confirm that budgeted revenues were no less than projected revenues. Of note were the increasing trends in opt-outs, however it is uncertain if recent trends are due to a shift to online activities, increased student apathy, or increased financial burden due to the COVID-19 pandemic. As is consistent with previous terms, there was no strong correlation between opt-outs and the fee amount. Few things to note this year are that Orientation Fee is not being charged and the addition of 3 new fees: the EOI Fee, SLEF fee, and WUSA SAP fee so there is no opt-out data for them yet.
BUDGET & APPROPRIATIONS COMMITTEE
FY2020 Budget Report

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2019</td>
<td>$134,994</td>
<td>$134,063</td>
<td>$134,994</td>
<td>$134,063</td>
<td>$134,994</td>
<td>100%</td>
<td></td>
<td>PA20</td>
</tr>
<tr>
<td>2020</td>
<td>$136,994</td>
<td>$134,063</td>
<td>$136,994</td>
<td>$134,063</td>
<td>$136,994</td>
<td>100%</td>
<td></td>
<td>PA20</td>
</tr>
<tr>
<td>2021</td>
<td>$139,994</td>
<td>$134,063</td>
<td>$139,994</td>
<td>$134,063</td>
<td>$139,994</td>
<td>100%</td>
<td></td>
<td>PA20</td>
</tr>
</tbody>
</table>

Federation of Students August 23, 2020

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Adjusted Estimates / Actuals

<table>
<thead>
<tr>
<th>FY2020/2021 Scenario</th>
<th>Projected Regular Enrollment</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>FT</td>
</tr>
<tr>
<td></td>
<td>W2019</td>
</tr>
<tr>
<td>1st Yr</td>
<td>10,305</td>
</tr>
<tr>
<td>2nd Yr</td>
<td>1,220</td>
</tr>
<tr>
<td>Total</td>
<td>10,671</td>
</tr>
</tbody>
</table>

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## FY2020 Budget Report

### Revenue (In $1,000s)

<table>
<thead>
<tr>
<th>Fund</th>
<th>FY2019</th>
<th>FY2020</th>
<th>FY2021</th>
<th>FY2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>WUSA Corporation's Aid Fee</td>
<td>$262,264,10</td>
<td>$254,835.97</td>
<td>$51,228.66</td>
<td>$212,932.94</td>
</tr>
<tr>
<td>WUSA Academic Support</td>
<td>$46,800.46</td>
<td>$44,155.96</td>
<td>$10,175.35</td>
<td>$24,262.27</td>
</tr>
<tr>
<td>WUSA Health and Safety Fee</td>
<td>$294,706.00</td>
<td>$294,109.05</td>
<td>$47,890.00</td>
<td>$222,500.00</td>
</tr>
<tr>
<td>Student Life Center Facilities</td>
<td>$34,166.09</td>
<td>$30,626.06</td>
<td>$10,175.35</td>
<td>$63,536.87</td>
</tr>
<tr>
<td>WUSA Events</td>
<td>$46,029.72</td>
<td>$32,070.69</td>
<td>$7,761.85</td>
<td>$36,864.37</td>
</tr>
<tr>
<td>WUSA Community Building Services</td>
<td>$36,505.00</td>
<td>$33,980.96</td>
<td>$4,181.48</td>
<td>$21,185.65</td>
</tr>
<tr>
<td>WUSA Clubs Funding</td>
<td>$28,418.75</td>
<td>$23,328.34</td>
<td>$4,908.88</td>
<td>$26,221.94</td>
</tr>
<tr>
<td>WUSA University Advocacy</td>
<td>$37,515.41</td>
<td>$16,473.09</td>
<td>$6,131.52</td>
<td>$24,327.92</td>
</tr>
<tr>
<td>WUSA Government Advocacy</td>
<td>$65,946.60</td>
<td>$16,327.94</td>
<td>$11,335.73</td>
<td>$61,222.94</td>
</tr>
<tr>
<td>WUSA Capital Program Fund</td>
<td>$6,915.00</td>
<td>$6,915.00</td>
<td>$6,915.00</td>
<td>$6,915.00</td>
</tr>
<tr>
<td>Orientation Fund</td>
<td>$5,000.00</td>
<td>$5,000.00</td>
<td>$5,000.00</td>
<td>$5,000.00</td>
</tr>
<tr>
<td>Health Fund</td>
<td>$10,259.42</td>
<td>$10,408.02</td>
<td>$7,567.94</td>
<td>$28,813.99</td>
</tr>
<tr>
<td>Dental Fund</td>
<td>$12,675.07</td>
<td>$9,325.01</td>
<td>$7,567.94</td>
<td>$27,900.00</td>
</tr>
<tr>
<td>Union Fund</td>
<td>$11,225.70</td>
<td>$7,567.94</td>
<td>$7,567.94</td>
<td>$27,900.00</td>
</tr>
<tr>
<td>SAP Premiums</td>
<td>$1,115.84</td>
<td>$1,009.04</td>
<td>$1,009.04</td>
<td>$701.84</td>
</tr>
<tr>
<td>Legal Services</td>
<td>$1,600.43</td>
<td>$1,600.43</td>
<td>$1,600.43</td>
<td>$1,600.43</td>
</tr>
<tr>
<td>Enterprise, Opportunity and Innovation Endowment Fund</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Student Life Endowment Fund</td>
<td>$2,419.00</td>
<td>$2,419.00</td>
<td>$2,419.00</td>
<td>$2,419.00</td>
</tr>
<tr>
<td>WUSA Student Assistant Program Fund</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

**Total Revenue:** $5,356,405.00

### Expenses (In $1,000s)

<table>
<thead>
<tr>
<th>Fund</th>
<th>FY2019</th>
<th>FY2020</th>
<th>FY2021</th>
<th>FY2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>WUSA Corporation's Aid Fee</td>
<td>$369,782.63</td>
<td>$361,295.17</td>
<td>$284,461.53</td>
<td>$415,799.47</td>
</tr>
<tr>
<td>WUSA Academic Support</td>
<td>$125,223.48</td>
<td>$124,294.31</td>
<td>$20,595.04</td>
<td>$212,999.35</td>
</tr>
<tr>
<td>WUSA Health and Safety Fee</td>
<td>$450,320.15</td>
<td>$440,126.93</td>
<td>$213,600.35</td>
<td>$452,500.94</td>
</tr>
<tr>
<td>Student Life Center Facilities</td>
<td>$36,931.00</td>
<td>$34,015.00</td>
<td>$45,726.00</td>
<td>$80,450.83</td>
</tr>
<tr>
<td>WUSA Events</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$72,476.00</td>
</tr>
<tr>
<td>WUSA Community Building Services</td>
<td>$31,852.00</td>
<td>$20,405.87</td>
<td>$18,082.25</td>
<td>$9,325.01</td>
</tr>
<tr>
<td>WUSA Clubs Funding</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$41,895.00</td>
</tr>
<tr>
<td>WUSA University Advocacy</td>
<td>$71,511.60</td>
<td>$66,970.04</td>
<td>$26,890.51</td>
<td>$31,230.41</td>
</tr>
<tr>
<td>WUSA Government Advocacy</td>
<td>$103,728.62</td>
<td>$108,909.38</td>
<td>$36,418.00</td>
<td>$87,893.00</td>
</tr>
<tr>
<td>WUSA Capital Program Fund</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Orientation Fund</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Health Fund</td>
<td>$70,900.85</td>
<td>$65,470.05</td>
<td>$20,290.94</td>
<td>$63,615.40</td>
</tr>
<tr>
<td>Dental Fund</td>
<td>$70,665.11</td>
<td>$70,650.16</td>
<td>$50,466.79</td>
<td>$62,400.04</td>
</tr>
<tr>
<td>Union Fund</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>SAP Premiums</td>
<td>$2,103.44</td>
<td>$2,103.44</td>
<td>$2,103.44</td>
<td>$2,103.44</td>
</tr>
<tr>
<td>Legal Services</td>
<td>$7,371.65</td>
<td>$7,371.65</td>
<td>$4,084.95</td>
<td>$6,131.95</td>
</tr>
<tr>
<td>Enterprise, Opportunity and Innovation Endowment Fund</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
<tr>
<td>Student Life Endowment Fund</td>
<td>$1,849.00</td>
<td>$1,849.00</td>
<td>$1,849.00</td>
<td>$1,849.00</td>
</tr>
<tr>
<td>WUSA Student Assistant Program Fund</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

**Total Expenses:** $1,693,286.82

**Net Revenue:** $3,663,118.18

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Assessment of Trends in Financial Position
This will be performed following the results of the Audit.
This appendix outlines the recommendations from the prior report that were met, exceeded, or are in progress, or could not be completed and why. Of the 17 recommendations enumerated:

- Seventeen (17) have been completed (56.67%),
- Six (6) are substantially underway to completion (20%),
- Three (3) have only marginally been undertaken (10%),
- Four (4) have had no action or less than marginal action (13.33%), and

Adjusting for the rescinded recommendation, the Committee is pleased to report that 76.67% of recommendations are substantially underway to completion or already completed.

**Key code** — Red = Incomplete/No Action Taken; Orange = In Progress, moderate action taken; Yellow = In Progress, substantial action taken; Green = Completed (potentially recommendation for continued review).

<table>
<thead>
<tr>
<th>Budget / Portfolio</th>
<th>FY2019 Recommendations</th>
<th>Actions Taken</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Operations</td>
<td>Action be taken by the Executive, with consultation of stakeholders, to either:</td>
<td>Impact of this undertaking can be seen in increased surplus earned in the FY2020.</td>
<td>Completed. Will continue Year over Year.</td>
</tr>
<tr>
<td>General Operations</td>
<td>• Reduce expenditures / redundancy in the budget to maintain current expense levels without incrementing the dues paid by members; or</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Operations</td>
<td>• Increase the dues paid by members sufficiently to account for disparity in inflation-adjusted derivatives.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Operations</td>
<td>Council and Board to develop an internally restricted capital maintenance, improvement, expansion fund supported by a dedicated capital fee for student spaces.</td>
<td>Fee has been levied from Spring 2020 onward.</td>
<td>Completed</td>
</tr>
</tbody>
</table>
### General Operations

<table>
<thead>
<tr>
<th>Description</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Multi-year budget models should be investigated which plan for three to five years of budget.</td>
<td>Decided against after review. Completed</td>
</tr>
<tr>
<td>Total Operating Levy be incremented for those staff salary increases that WUSA is obligated to pay in accordance with the UWSA Memorandum of Understanding as implemented by the Board of Governors.</td>
<td>Completed</td>
</tr>
<tr>
<td>Students’ Council develop a policy on out-of-budget expenditure and budget amendment via the Budget &amp; Appropriations Committee.</td>
<td>Policy items consolidated into BAC Policy. Completed</td>
</tr>
<tr>
<td>A fee opt-out rate fluctuation reserve be created by the end of the Fiscal Year at 5-10% of premium to be held as part of a separate account, with respect to the General Operating Fund, to offset future adverse fluctuations in fees assessment income based on termly changes in campus population, enrollment rates, and opt-out rates.</td>
<td>In Progress. Substantial corrective action taken.</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>General Operations</th>
<th>Analysis of fee assessment and payment rates on an ongoing basis, to determine optimal fee levels to maximize the capacity to deliver the highest quality service levels, at the minimum cost to students</th>
<th>Performed in the assessment of fee schedule for FY2021. Completed. Will continue Year over Year.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Life</td>
<td>The Student Life portfolio is one of the largest budgets and grows with student demand for services. Council should gather use metrics (or other key performance indicators) to better inform future appropriations for services based on need. The Campus Life Advisory Committee should assess and review the continued need for some services which could potentially be off-loaded or should broach cost-sharing arrangements with the University</td>
<td>The VPSL and CLAC are in the process of conducting a review of services. In Progress. Substantial corrective action taken.</td>
</tr>
<tr>
<td>Student Life</td>
<td>An audit be undertaken by the VPSL and the Campus Life Advisory Committee over the next year to allow for a more detailed analysis of exactly what changes can be made to streamline costs without sacrificing the quality of the services provided.</td>
<td></td>
</tr>
<tr>
<td>Student Life</td>
<td>Conducting an internal review of Part-Time wages, honoraria, and volunteer appreciation as compensation or appreciation mechanisms, respectively.</td>
<td>A review of PT Wages at an Associate Vice President level has been conducted. Further analysis of honoraria and volunteer appreciation required. In Progress. Further Action Required.</td>
</tr>
<tr>
<td>Student Life</td>
<td>A mass survey of students should be conducted to determine interests, in order to gauge what events, resourcing needs, and services students make use of, see value in, and seek.</td>
<td>Incomplete. No Action Taken</td>
</tr>
<tr>
<td>Student Life</td>
<td>The Campus Life Department should perform a strategic review exercise to plan the future of the department’s operating mechanisms for both compulsory and optional fee buckets</td>
<td>Incomplete. No Action Taken</td>
</tr>
<tr>
<td>Student Life</td>
<td>The Student Life portfolio should invest greater resources, staff time, and funds to actively seek sponsorships, strategic partnerships, and in-kind donations with the expectation of reduced funding in the future due to opt-outs.</td>
<td>The Campus Life Department has acted on this recommendation over the FY2020 year and should continue to do so moving forward.</td>
</tr>
</tbody>
</table>

In Progress. Substantial action taken. |
| Student Life | Campus Life Department specific (i.e. per service or division) contingency plans should be developed and presented to the Vice Presidents Student Life and Operations & Finance as fallback options in the event that a review by the MFCU or reclassification by the University - determines that those services or divisions be considered optional rather than compulsory. Such planning should include transition methodology, scale-back of expenditures, and alternative revenue considerations. | Incomplete. No Action Taken |
Student Life

Explore opportunities for developing and marketing supports for students on work-terms away from campus (or outside of the Region of Waterloo) is encouraged.  

Education & Advocacy

Board of Directors and Students’ Council recognize the value of advocacy and stakeholder relations as comparable to the provision of services in the attainment of long-term goals and in the long-term planning process, respectively.  

Education & Advocacy

That Education & Advocacy specific contingency plans be developed and presented to the VPs Education and Operations & Finance as fallback options in the event that a review by the MTCU or reclassification by the University - determines that those services, commissions, or initiatives be considered optional rather than compulsory.  

Education & Advocacy

The Office of the Vice President, Education should increase funding for in-house advocacy efforts with support of student staff and volunteers.  

The Board approved earmarked fee increased based on the FY2019 budget report’s recommendations.  

The Committee increased funding to the portfolio.  

The Officers of Council applied for Advocacy & Governance funding from the Student Life Endowment Fund.  

The Office of the VP Education has hired a number of student staff as Associate Vice Presidents for advocacy.  

The Board approved earmarked fee increased based on the FY2019 budget report’s recommendations.
<table>
<thead>
<tr>
<th>Department</th>
<th>Task Description</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education &amp; Advocacy</td>
<td>Ensure that advocacy efforts and successful outcomes of advocacy and their impacts on students are well communicated and marketed.</td>
<td>Completed</td>
</tr>
<tr>
<td>Education &amp; Advocacy</td>
<td>A departmental strategy plan be developed specific to each commission to guide the budget development process, particularly as the Committee moves toward a multi-year budget model</td>
<td>Completed</td>
</tr>
<tr>
<td>Education &amp; Advocacy</td>
<td>Budget growth for this department be allowed to float with undergraduate enrollment to maintain current service levels and prevent departmental contraction (viz. the Education Portfolio’s allocation of budget shall automatically scale with enrollment figures to prevent further increases in the percent of departmental expenditure distributed to OUSA)</td>
<td>Completed</td>
</tr>
<tr>
<td>Governance</td>
<td>Continuation of the direction for investment in and support of governance, transition, and training for Councillors and Directors</td>
<td>In Progress. Moderate Action Taken</td>
</tr>
<tr>
<td>Operations &amp; Finance</td>
<td>Greater administrative, financial, and secretarial support be provided to the Operations &amp; Finance portfolio for amount being requested of the portfolio’s departments.</td>
<td>In Progress. Moderate Action Taken</td>
</tr>
</tbody>
</table>

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<table>
<thead>
<tr>
<th>Operations &amp; Finance</th>
<th>Consider reclassification of centralized salary costings and overhead departments to their respective portfolios, rather than their current location under the Operations &amp; Finance portfolio.</th>
<th>Decided against after review.</th>
<th>Completed.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operations &amp; Finance</td>
<td>Consolidation of the &quot;Student Services Fee - SLC&quot; (set by SSAC) and &quot;SCL Facilities Fee&quot; (set by WUSA) should be undertaken,</td>
<td>Completed.</td>
<td></td>
</tr>
<tr>
<td>Operations &amp; Finance</td>
<td>A review of necessity for telephone lines and cellphone support should be immediately undertaken and budgets amended as required to reduce unnecessary expenses.</td>
<td>Completed.</td>
<td></td>
</tr>
<tr>
<td>Operations &amp; Finance</td>
<td>Staff benefits packages should be immediately reviewed by the Executive Committee to ensure their provisions are sensible under the Student Choice Initiative</td>
<td>In Progress. Moderate Action Taken</td>
<td></td>
</tr>
<tr>
<td>Operations &amp; Finance</td>
<td>A business unit within Campus Bubble/Wasabi space should be opened with a new competitive concept in the SLC/PAC Expanded food court to generate revenue to better support salary costs for the Maker's Kitchen</td>
<td>In Progress. Substantial action taken.</td>
<td></td>
</tr>
<tr>
<td>Operations &amp; Finance</td>
<td>The Marketing &amp; Communications Department refocus efforts to better communicate and promote advocacy in all facets of the organization’s activities.</td>
<td>Completed. Will continue Year over Year.</td>
<td></td>
</tr>
<tr>
<td>----------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Operations &amp; Finance</td>
<td>The 2.5% administrative overhead on administered funds be recalculated to include advocacy costs reflecting the true costs of administered programs.</td>
<td></td>
<td>Completed. Will continue Year over Year.</td>
</tr>
</tbody>
</table>