Federation of Students’ Board Agenda

Regular Meeting

SLC 1106, University of Waterloo
Chair: CHAIRMAN PLANTE  Secretary: SECRETARY EASTON

ATTENDANCE

Please convey regrets to the Chair of the Board at chair@feds.ca

Expected Attendees:

- President Beauchemin
- General Manager Burdett+
- Director De Sousa
- Secretary Easton
- Director Eyre
- Vice President Fitzpatrick

+ Non-Voting Resource Member

Expected Absences:

- Vice President Gerrits
- Director Hunte
- Director Parmar
- Chairman Plante
- Director Town
- Vice President Velling

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Public Session

1.0 PRELIMINARIES

Adding items to the agenda requires a two-thirds vote.

1.1 CALL TO ORDER

The Chair calls the meeting to order at 6:00 PM.

1.2 APPROVAL OF THE AGENDA

The Chair assumes the Agenda.

1.3 TERRITORIAL ACKNOWLEDGEMENT

Pursuant to Federation Policy 50, Indigenous Engagement and Inclusivity, the Federation of Students’ Board of Directors 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."

1.4 ORAL CONFLICT OF INTEREST DECLARATION

In accordance with Procedure 2, §II(6), the Chair poses the following question:

"In relation to any of the items of business on the agenda for this meeting, does any Director have an actual, perceived, or potential conflict of interest?"

1.5 REMARKS OF THE CHAIR

2.0 APPROVAL OF THE MINUTES

2.1 JULY 9, 2019 MINUTES

Be it resolved that the Board approves the public minutes of the July 9, 2019 Regular Meeting as presented.

Note: Please refer to the draft minutes on Sharepoint.
2.2 AUGUST 13, 2019 MINUTES

Be it resolved that the Board approves the public minutes of the August 13, 2019 Regular Meeting as presented.

Note: Please refer to the draft minutes on Sharepoint.

3.0 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 the Board decides to adopt or accept a report, then it is endorsing the entire report and not just the recommendations, unless otherwise specified.

3.1 EXECUTIVE REPORTS

Each executive will provide an oral report.

1. President (Beauchemin)
2. Vice President of Operations & Finance (Velling)
3. Vice President of Education (Gerrits)
4. Vice President of Student Life (Fitzpatrick)

3.2 COMMITTEE REPORTS

Each Committee Chair will provide an oral report.

1. Executive Committee (President Beauchemin)
   - Action Plan Update.
2. Ad Hoc Committee on Organizational Transition (Director Parmar)
3. Ad Hoc Committee on GM Engagement (President Beauchemin)
4. Select Committee on Long Range Planning (President Beauchemin)
5. Select Committee on Executive Structure Review (Director Town)

4.0 BUSINESS ARISING FROM THE MINUTES

Business arising from the minutes is business carried on to a meeting from a previous meeting.
4.1 EXECUTIVE SALARY ADJUSTMENT FOR 2020-21

Be it resolved that the Board accepts the memo from the Chair entitled 2020-21 Executive Salary Adjustment;

Be it further resolved that the Board approves an increase of ____% to the Executive Salaries, effective May 1, 2020.

Submitted By: Chairman Plante

Note: Please refer to the memo on 2020-21 Executive Salary Adjustment attached.

4.2 JOB DESCRIPTION FOR THE SECRETARY OF THE CORPORATION

Be it resolved that the Board approves the draft job description for the Corporate Secretary, as recommended by the Personnel Committee.

Submitted By: Vice President Velling

Note: Please see the draft job description attached.
Note: The job description is still a draft and may be slightly changed by the Personnel Committee before posting.

5.0 FEE ADJUSTMENTS

Note: Please refer to the following confidential documents on Sharepoint:
- 2020-21 Fee Adjustments Presentation
- 2020-21 Fee Increments Calculation Spreadsheet
- Organizational Restructure Financial Impact

5.1 FEE ADJUSTMENT FOR MANDATORY SPENDING CAUSED BY ORGANIZATIONAL RESTRUCTURE AND REGRADING

Be it resolved that the Board approves the increment to the Federation of Students’ Fee, to be apportioned by the Office of the VP Operations & Finance amongst the WUSA Operating Levies, by $8.64 to account for mandatory spending to support the organizational restructure and associated regrading.

Submitted By: Vice President Velling
5.2 Fee Adjustment for Mandatory Spending obligated under by UW Staff Compensation Agreement

Be it resolved that the Board approves the increment to the Federation of Students’ Fee, to be apportioned by the Office of the VP Operations & Finance amongst the WUSA Operating Levies, by $2.72 to account for contractually obligated increases to staff remuneration under the UW Staff Compensation Agreement approved by the Board of Governors of the University of Waterloo.

Submitted By: Vice President Velling

5.3 Vice President, Education Revenue Report

Note: Please refer to the following documents:

- Public Summary Report (attached)
- Decision Architecture (attached-confidential)
- VPED Amalgamated Revenue Report (attached-confidential)
- OER Pitch (attached-confidential)

Submitted By: Vice President Gerrits

5.4 Vice President, Education Revenue Proposals

Note: The agenda is structured to allow for separate votes for each proposal, however they can be considered en bloc if the Board so desires.

Be it resolved that the Board of Directors approves Bundle A of the VP Education revenue request, and approves a corresponding increase to the WUSA Government and University advocacy fees, totalling $0.58 per assessment, effective Spring 2020, for approval by Council or a General Meeting, with both fee allotment and method of ratification to be determined jointly by the VP Operations and Finance and the VP Education.

Be it resolved that the Board of Directors approves Bundle F of the VP Education revenue request and approves a corresponding increase to the WUSA Government and University advocacy fees, totalling $5.01 per assessment, effective Spring 2020, for approval by Council or a General Meeting, with both fee allotment and method of ratification to be determined jointly by the VP Operations and Finance and the VP Education.

Be it resolved that the Board of Directors approves an increase to Equity Commissioner Pay, and a corresponding increase to the WUSA fee, totalling $0.07 per assessment, effective Spring 2020, for approval by Council or a General Meeting, with both fee allotment and method of ratification to be determined jointly by the VP Operations and Finance and the VP Student Life.
Be it resolved that the Board of Directors approves Bundle E of the VP Education revenue request and approves a corresponding increase to the WUSA Government advocacy fee, totalling $0.28 per assessment for nine terms, effective Spring 2020, for approval by Council or a General Meeting, with method of ratification to be determined jointly by the VP Operations and Finance and the VP Education.

Be it resolved that the Board of Directors approves Bundle G of the VP Education revenue request and approves a corresponding increase to the WUSA University and Government advocacy fees, totalling $1.57 per assessment, effective Spring 2020, for approval by Council or a General Meeting, with both fee allotment and method of ratification to be determined jointly by the VP Operations and Finance and the VP Education.

Be it resolved that the Board of Directors approves Bundle L of the VP Education revenue request and approves a corresponding increase to the WUSA Government advocacy fee, totalling $0.09 per assessment, effective Spring 2020, for approval by Council or a General Meeting, with method of ratification to be determined jointly by the VP Operations and Finance and the VP Education.

6.0 GENERAL ORDERS

6.1 AMENDMENTS TO PROCEDURE 21, Professional Development

Be it resolved that the Board adopts the amended Procedure 21, Professional Development as presented.

Submitted By: Vice President Gerrits

Note: Please refer to the amended procedure attached.

6.2 AMENDMENTS TO PROCEDURE 25, Ginny Lee Memorial Emergency Loan Fund

Be it resolved that the Board adopts the amended Procedure 25, Ginny Lee Memorial Emergency Loan Fund as presented.

Submitted By: Vice President Gerrits

Note: Please refer to the amended procedure attached.

6.3 AMENDMENTS TO PROCEDURE 10, Savings and Investments

Be it resolved that the Board adopts the amended Section 4 of Procedure 10, Savings and Investments as presented.

Submitted By: Vice President Velling
6.4 Corporate Policy Opinion

Be it resolved that Board approves of changes to Corporate Policy 20, *External Political Organization Membership*.

Submitted By: *Vice President Gerrits*

Note: Please refer to the Policy attached.

7.0 OTHER BUSINESS

Any Director may raise any item of concern during other business. Generally, long discussions without a specific motion before the Board should be avoided. A one-third (1/3) vote by the Directors present at the meeting is sufficient to postpone consideration of the motion to a future date.

**Confidential Session**

Be it resolved that the Board enters confidential session.

8.0 PRELIMINARIES

8.1 Approval of the Agenda

The Chair assumes the Agenda.

8.2 Oral Conflict of Interest Declaration

In accordance with Procedure 2, §II(6), the Chair poses the following question:

"In relation to any of the items of business on the agenda for this meeting, does any Director have an actual, perceived, or potential conflict of interest?"

8.3 Remarks of the Chair

8.4 July 9, 2019 Minutes

Motion: July 9, 2019 confidential minutes.
8.5 August 13, 2019 Minutes

Motion: August 13, 2019 confidential minutes.

9.0 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 the Board decides to adopt or accept a report, then it is endorsing the entire report and not just the recommendations, unless otherwise specified.

9.1 Executive Reports

Each executive will provide an oral report.

1. President (Beauchemin)
2. Vice President of Operations & Finance (Velling)
3. Vice President of Education (Gerrits)
4. Vice President of Student Life (Fitzpatrick)

9.2 Committee Reports

Each Committee Chair will provide an oral report.

1. Executive Committee (President Beauchemin)
2. Risk Management Committee (Vice President Velling)
3. Personnel Committee (Vice President Velling)
4. Health Plan Oversight Committee (Vice President Velling)

10.0 General Orders

10.1 Assistant Manager of Food Operations

Motion: Job description.

10.2 Commercial Operations Assistant Manager

Motion: Job description.
10.3 Business Concept Replacement Strategy

For Information: Business Concept Plan.

10.4 Reserves and Reserve Funds Policy & Procedure

For Information: Draft of a new Policy and Board Procedure on reserve funds.

11.0 Other Business

Any Director may raise any item of concern during other business. Generally, long discussions without a specific motion before the Board should be avoided. A one-third (1/3) vote by the Directors present at the meeting is sufficient to postpone consideration of the motion to a future date.

Public Session

Be it resolved that the Board leaves confidential session.

12.0 Announcements

13.0 Adjournment

Be it resolved that the Chair adjourns the meeting.
2020-2021 Executive Salary Adjustment

COMPILED BY: Connor Plante

Background:
At the December 2-2019 meeting of the Board of Directors, the Board discussed a range of potential options for dealing with adjustments to the executive salaries. While interest was expressed in exploring setting the salaries on a multi-year basis, this was decided to be revisited in multiyear budgeting discussions and that a 2020-21 adjustment would be made separately. The Board asked the Chair to return to the January meeting with a proposed 2020-21 adjustment.

Procedural Requirements:
As per Board Procedure 12, Executive Salaries and Contracts, the Board must decide the executive salary levels for the upcoming fiscal year before the General Election polling period. Therefore, a decision must be made at this meeting.

The procedure allows the Board to authorize any increase that is not greater than the change of the Consumer Price Index (CPI) of Canada from the calendar year immediately prior. Increases greater than the CPI must be ratified at a General Meeting or by Students’ Council.

When considering executive salaries, the Procedure advises the Board to look at:

- The financial position of the Federation for the upcoming fiscal year
- Increases to the cost of living (ie. CPI)
- Salaries in the context of other benefits the executives receive

CPI Calculation:
The December 2019 CPI numbers will not be available from Statistics Canada until January 22, 2020. Therefore, it is necessary to use the time period of November 2018 to November 2019 as the “calendar year immediately prior.” The percentage increase during this period is below for the various ways of calculating the figure.

Core CPI: 2.2%
Core CPI seasonally adjusted: 2.2%
CPI excluding gasoline: 2.3%*
CPI-trim*: 2.2%
CPI-median*: 2.4%
CPI-common*: 1.9%

*CPI-trim excludes 20 per cent of the weighted monthly price variations at both the bottom and top of the distribution of price changes.

*CPI-median is a measure of core inflation corresponding to the price change located at the 50th percentile (in terms of the CPI basket weights) of the distribution of price changes in a given month.

*CPI-common is a measure of core inflation that tracks common price changes across categories in the CPI basket. It uses a statistical procedure called a factor model to detect these common variations, which helps filter out price movements that might be caused by factors specific to certain components.
The above numbers are calculated for Canada as a whole. However, Statistics Canada also reports on core CPI by Province, and on a select number of large cities. From November 2018-2019 Ontario and Toronto, the closest reported city to the Region of Waterloo, are reported below.

Ontario: 1.9%
Toronto: 1.8%

Recommendation

We could debate all day about which CPI calculation is the best one. My recommendation would be to use one of three; CPI; CPI seasonally adjusted; or Ontario CPI. These CPI calculations are straightforward and easy to explain, as opposed to the other methods which are a bit more involved. Given that this year, the seasonally adjusted number is no different than the non-adjusted number (2.2%), the main question we need to decide is whether we see the country or the province as the more appropriate number to use. I would see either as acceptable. Regardless of which method is chosen, I would recommend us clearly indicating the specific method in Procedure to clear up the ambiguity that currently exists by just saying “CPI”.

Nominal Additional Expense Calculation:

<table>
<thead>
<tr>
<th></th>
<th>Current Amount</th>
<th>Adjustment</th>
<th>$ Increase</th>
<th>New Amount</th>
<th>Total Additional Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
<td>$49,336.83</td>
<td>1.90%</td>
<td>$937.40</td>
<td>$50,274.23</td>
<td>$3,749.60</td>
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<tr>
<td>Benefits</td>
<td>$4,735.96</td>
<td>1.90%</td>
<td>$89.98</td>
<td>$4,825.94</td>
<td>$359.93</td>
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</table>

$4,109.53

<table>
<thead>
<tr>
<th></th>
<th>Current Amount</th>
<th>Adjustment</th>
<th>$ Increase</th>
<th>New Amount</th>
<th>Total Additional Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary</td>
<td>$49,336.83</td>
<td>2.20%</td>
<td>$1,085.41</td>
<td>$50,422.24</td>
<td>$4,341.64</td>
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<tr>
<td>Benefits</td>
<td>$4,735.96</td>
<td>2.20%</td>
<td>$104.19</td>
<td>$4,840.15</td>
<td>$416.76</td>
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</table>

$4,758.41

*see the excel spreadsheet on Sharepoint for these calculations

The above shows the calculation for both a 2.2% (Canada) and a 1.9% (Ontario) CPI adjustment, and the total nominal additional cost of each. The difference in total cost between the two is very small; roughly $650. Please note, the benefit calculation is undoubtedly imperfect as many of the items within that line item are tied to rates that are determined by the University of Waterloo Human Resources Department or the Government of Canada. However, I felt that adjusting the current benefit cost by the same amount as the salary increase was a good rough estimate as many benefit costs are tied directly to earnings (ie. EI/CPP contributions).

References

https://www.bankofcanada.ca/rates/price-indexes/cpi/#cpi-total
https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1810000402
https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=1810000412&pickMembers%5B0%5D=1.16
Title: Corporate Secretary
Reports to: General Manager
Reporting roles: TBD
Department: Federation of Students, University of Waterloo

Purpose:

Accountable to the General Manager with governance accountability to the Federation of Students, University of Waterloo (WUSA) Board of Director and Students’ Council, committees thereof and their associated chairs and co-chairs, where applicable, the Corporate Secretary acts as secretary to a wide range of decision-making bodies and supports generally the governance functions of WUSA, including the provision of advice and guidance to all WUSA constituencies as a demonstrably neutral and objective resource. The role is considered the Assistant Secretary of the Corporation under the Ontario Corporations Act, R.S.O. 1990, and as such acts as a senior administrator and advisor for the President, Executive, General Manager, and the Board of Directors.

The Secretary oversees the documentation, provision, maintenance, and stewardship of records of the Corporation and those of joint committees or boards with WUSA and the University of Waterloo or parties external to the University community.

The Secretary maintains accurate student records and protects sensitive or private information held by WUSA, as well as advises on the interpretation of and compliance with the various policies, procedures, and internal protocols for the handling of data, confidential records, and other information management. This requires both constituency specific and systems specific knowledge, especially when dealing with the many cases that deviated from the norm.

The Secretary additionally functions as an Executive Assistant to the WUSA Executive Committee, providing strategic advice and is responsible to the General Manager for those duties as may be delegated.

Key Accountabilities:

| 1. Management of Governance and Administrative Functions | • Acts as the senior administrative resource supporting the General Manager, Executive, and Senior Management. Responsible for strategic planning, administrative policies and procedures, records management, and support for the senior administrators in the offices reporting to the General Manager. • Is responsible for support and guidance of the WUSA Board of Directors and the Students’ Council, and committees and |

Title: Corporate Secretary
Reports to: General Manager
Reporting roles: TBD
Department: Federation of Students, University of Waterloo

Purpose:

Accountable to the General Manager with governance accountability to the Federation of Students, University of Waterloo (WUSA) Board of Director and Students’ Council, committees thereof and their associated chairs and co-chairs, where applicable, the Corporate Secretary acts as secretary to a wide range of decision-making bodies and supports generally the governance functions of WUSA, including the provision of advice and guidance to all WUSA constituencies as a demonstrably neutral and objective resource. The role is considered the Assistant Secretary of the Corporation under the Ontario Corporations Act, R.S.O. 1990, and as such acts as a senior administrator and advisor for the President, Executive, General Manager, and the Board of Directors.

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Key Accountabilities:

| 1. Management of Governance and Administrative Functions | • Acts as the senior administrative resource supporting the General Manager, Executive, and Senior Management. Responsible for strategic planning, administrative policies and procedures, records management, and support for the senior administrators in the offices reporting to the General Manager. • Is responsible for support and guidance of the WUSA Board of Directors and the Students’ Council, and committees and |
councils thereof or joint committees with University and external bodies. The Secretary is also responsible for records management, agenda management, all meeting logistics, and records production and curation. The incumbent plays the primary role in logistical management for the Board of Directors and Students’ Council orientation, retreat, and other receptions relating to these bodies. Maintain a thorough knowledge of the Ontario Corporations Act, R.S.O. 1990, the University of Waterloo Act, 1972 (as it pertains to relationships with WUSA and undergraduate students), and all applicable legislation which impacts WUSA. Maintains thorough knowledge of corporate bylaws and policies, and relevant procedures, internal protocols, precedents, and committee mandates.

- Overall responsibility for the work of the committees.
- Responsible for knowledge of developments in areas related to a committee’s mandate, briefing chairs [usually senior officers, directors, or elected student government leadership] and coordinating the preparation for and follow-up to meetings, including agendas and supporting material, reports to senior governance bodies, and the written record of the meetings.
- Ability to understand and appreciate diverse points of view about complex and often inter-related issues in a variety of contexts, such that the written record of a meeting can be captured succinctly, with clarity and precision.
- Ability to apply principles to factual situations and work in a highly-confidential environment at the executive level.
2. Confidential resource support

- Managing of highly-complex governance issues across the range of student activities and interactions with the University of Waterloo, external partners, and for WUSA, from inception to final resolution, independently and resourcefully, dealing with sensitive issues and able to negotiate and influence change, within an environment that is tremendously sensitive where work is necessarily carried out with the greatest discretion and is demonstrably conscientious and exemplifying trustworthiness
- Assists with special projects of particular significance to the Board of Directors, Students’ Council and/or Executives.

• Preservation of corporate memory with respect to the Board, Council and executive decision-making; as well as support institutional memory of the General Manager.
• Thorough familiarity with WUSA, constituency Societies, and University bylaws, policies, and procedures and with governance processes required by statute or government regulation.
• Orientation of new members to committee-related responsibilities
• Liaison between governance bodies and the constituencies affected by their work, which often entails reviewing draft policies and procedures and advising chairs and senior officers or elected representatives on the appropriate procedures and processes to follow in submitting material for approval
• Serve as committee secretary for standing, select, and ad hoc committees and/or working groups, including confidential committees
| 3. Duties within the WUSA Operations & Finance and Governance Portfolios | • Provides advice to senior administration and Executives with a capacity for depth and clarity of thought, and the ability to think strategically  
• Maintains productive working relationships with people at all levels, both internally and externally  
• Undertake research on related issues, assembling background material related to a committee's work from a variety of sources, and overseeing special departmental or university projects  
• Superior political acumen, and drafting skills and experience  
• Liaison with constituency Societies and other subsidiaries with limited operating autonomy from WUSA |
| --- | --- |
| 4. Administration and Supervision of Elections and Referenda | • In collaboration with other senior management, act as second for the General Manager, President and Vice President, Operations & Finance, on matters pertaining to governance-related matters and quasi-judicial processes.  
• The General Manager may assign other duties to the Secretary as may be required or deemed appropriate.  
• Acts as an administrator supporting elections or selection of members of the Executive, Board of Directors, the Students’ Council, and committees or councils thereof.  
• Responsible for supervision of and administrative support for the *Independent Commission for Elections and Referenda* of WUSA.  
• Acting independently of the President and management, and reporting only to the Elections and Referenda Committee, this responsibility includes among other things the highly complex annual Students’ Council elections from WUSA constituencies and the populating of Committees of Council. |
<table>
<thead>
<tr>
<th>5. Executive Administrative Support and Assistance</th>
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</thead>
<tbody>
<tr>
<td>• Acts as executive administrative support for the General Manager and Executives, including calendar management, file management, assisting in strategic and contingency planning for the Corporation, and representing appropriate Executive on occasion at administrative functions or committees where required.</td>
<td>• Acts as executive administrative support for the General Manager and Executives, including calendar management, file management, assisting in strategic and contingency planning for the Corporation, and representing appropriate Executive on occasion at administrative functions or committees where required.</td>
</tr>
<tr>
<td>• Advises the Vice President, Operations &amp; Finance and General Manager on relevant developments in the sector, including applicable statutory or regulatory requirements, both provincially and federally, and acts as the lead resource on matters related to internal governance and administration thereof.</td>
<td>• Advises the Vice President, Operations &amp; Finance and General Manager on relevant developments in the sector, including applicable statutory or regulatory requirements, both provincially and federally, and acts as the lead resource on matters related to internal governance and administration thereof.</td>
</tr>
<tr>
<td>• Manages applicable general inquiries from the undergraduate community on Council, Board of Directors, and administrative governance and processes. Is the principal assistant for the President on governance inquiry triage when</td>
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</tr>
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Position Requirements:

**Education:** An undergraduate degree in a relevant field of study or equivalent education and experience required; a master’s degree or professional degree in law, policy and governance, or similar field strongly preferred.

**Experience:**

1. 2-5 related experience as a recording secretary in a governance-related position, preferably in the public sector, or an equivalent combination of practice-related and governance experience in corporate, not-for-profit, or post-secondary sectors.
2. 1-3 years of previous experience working on and with different governing or decision-making bodies.
3. 2-5 years experience in leadership role or management experience and comfortable with working with executive and senior management roles.

**Technical Skills:**

1. Working knowledge of parliamentary procedure (e.g. Robert’s Rules of Order) and procedures for the conduct of meetings, both formal and informal; skill sets in typesetting languages (e.g. LaTeX) considered an asset.
2. Other required skillsets:
   - MS Word and Powerpoint – expert level
   - MS Excel – basic level
   - Adobe Acrobat or PDF formatting – intermediate level
   - LaTeX or type setting languages – basic level

**Nature & Scope:**

**Interpersonal Skills:** Internally, communicates with Executive and senior management as well as with members of the Board of Director and the Students’ Council, or of the various governance bodies assigned. Maintains effective working relationships within an environment that is
tremendously sensitive and where work is necessarily carried out with discretion, requiring that the associate is demonstrably conscientious and exemplifying trustworthiness.

**Level of Responsibility:** The Corporate Secretary is responsible for the exercise of corporate powers as assigned by the Ontario Corporations Act, R.S.O. 1990, and various bylaws, policies, procedures and contractual obligations of WUSA. The Corporate Secretary is responsible and accountable to the General Manager for the aspects of WUSA governance functions it is assigned. The committees and councils assigned depend on the work of the Secretary to be able to carry out, as determined by the General Manager. On governance matters, directly supports and guides the governance, deliberative and compliance processes of the Corporation by providing timely information and advice on bylaws, policies, precedents, procedures, guidelines, and protocol to the President, the Chair of the Board, committee members and particularly committee chairs. This position has contact with members of the Board of Directors, the Students’ Council, and externally with UW Senators, Governors, legal representatives, the public, and government organizations. The incumbent will be involved in developing recommendations to settle sometimes highly sensitive and confidential matters of the Corporation and related interactions with the University.

**Decision-Making Authority:** Is expected to exercise full autonomy when acting within the scope of responsibility. Must be able to fully understand the scope of delegated authority, and be sensitive to relevant boundaries. Must exercise sound judgment, consistently applied while sensitive to multiple variables. Must use tact, judgment and diplomacy in formulating responses to inquiries and be able to apply principles to factual situations. The incumbent uses discretionary authority to provide advice and solutions to queries and problems raised relating to governance, and particularly complex election matters, often with very little lead time. Provides advice regarding governance and deliberative processes to a variety of senior administrators and the WUSA Executives, in a consistent, fair, reliable, and trusted manner. In the governance realm, the incumbent will identify and recommend procedures and practices to protect the Corporation from undue reputational and regulatory risks. At all times, the incumbent is responsible for maintaining the integrity of the work of WUSA governance, remembering that its work is public, high profile and subject to scrutiny from its membership and external parties, meaning that at all times, the very highest standards shall be applied to all aspects of work.

**Physical and Sensory Demands:** There are minimal physical or sensory demands other than those ordinarily occurring in a workplace of intensity and high volume.

**Working Environment:** Office-based environment. Minimal exposure to disagreeable conditions typical of a position exposed to stress and pressure in a fast-paced work environment. Occasional travel on behalf of the Corporation or its senior management to provincial and national conferences.
VP Education Report and Associated Documentation—Public

Executive Summary

This report summarizes the state of goals within the Vice President Education’s goals, including those in his action plan. The report also outlines areas of potential advocacy interest for the VP Education in future years, summaries of funding requests to enable these actions, and an appendix which outlines a plan for growth in capacity within the organization’s full time staff to expand ability to pursue projects from year to year, similarly to other comparable student associations such as Western’s Students’ Council, and UBC’s Alma Mater Society.

The last year has seen a large number (20/29) of strategic initiatives not fully implemented, in great part due to reduced capacity at the organization due to a resignation and subsequent move of an employee working with the Vice President to replace that role. The plan implemented last year also did not account for the added workload involved in the implementation of the response to the Student Choice Initiative, and may have been overconfident in some respects.

This year’s action plan, usually entailing less resource intensive initiatives than strategic initiatives, has seen a greater degree of success. Built in part from the VP Education’s platform, most areas have seen progress, with some intentionally abandoned, and some have been offloaded to others within the organization.

Advocacy topics range from the federal and provincial advocacy conducted in coordination with other school’s student association to university, co-op, and local advocacy, often conducted on a more individual level. This is the most comprehensive document curated to date on the topics that the VP Education has and can pursue, and in its original form, is nine pages, single spaced.

The revenue proposal recommends up to $8.70 more in WUSA fees assessed per term to be implemented this year, with some subsequent increases and decreases in the following years. Expenditure most notable includes initiatives to boost pay from below to above living wage for commissioners, support full-time capacity within the organization and incentivize more research on student issues. A further five dollars per term is being proposed to advance access to free textbooks across campus.

Finally, adding depth to the department’s full-time staff support, including dedicated staff for government advocacy, as well as an advocacy manager are both on the table to be covered by increases this year.
Summary & Justification of Confidential Contents

Certain contents from the confidential version of this report have not been included in this public report, namely, frank discussions of advocacy topics the organization can pursue, why certain revenue measures may be required, and department structure.

Furthermore, the report has been shortened for reader comprehension from its original 46 page length.
Section I) Strategic Initiatives

A number of strategic initiatives were reported to the Board in the previous year, some of which were the reason for expanded funding to the department last year. 29 specific initiatives were posed for how the Vice President, Education’s portfolio operated.

To date, this is an update on the status of those initiatives.

<table>
<thead>
<tr>
<th>Status</th>
<th>Number of Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completed</td>
<td>9</td>
</tr>
<tr>
<td>In progress</td>
<td>4</td>
</tr>
<tr>
<td>Completed in Part</td>
<td>2</td>
</tr>
<tr>
<td>Abandoned for other reasons</td>
<td>1</td>
</tr>
<tr>
<td>Abandoned due to budget cuts</td>
<td>1</td>
</tr>
<tr>
<td>Not Completed or Logistically Abandoned</td>
<td>12</td>
</tr>
</tbody>
</table>

Completed Projects

1) **Increased Policy Output**: Changes to the way a committee operated, and more time dedication on my part have increased the number of policies developed or renewed within the portfolio.

2/3) **Expansion of Commissioners on Campus Committees & Common Expectations for Commissioners**: Intended to expand time availability for the Vice president, Education, these responsibilities have now been established in job expectations documents for commissioners (part-time student staff).

4/5) **Expansion to Travel Budget Line & Involvement in Federal Advocacy**: An increase required to help facilitate pursuing leadership roles within our lobby partner organizations (OUSA and UCRU) was implemented in the budget, allowing the Vice President to run (unsuccessfully) for Chair in UCRU, and run (successfully) for the Vice-President, Finance role for OUSA.

6) **External Capacity**: The organization established a new Provincial and Federal Affairs Commissioner, who has been taking an active role in developing policy for OUSA, and assisting in correspondence with elected officials.

7/8) **Professional Development for Part Time & Full time**: Changes to budget lines have been completed.

9) **CAPS Capacity**: The Centre for Academic policy support saw the addition of a part-time employee, relieving the Academic Affairs Commissioner of a very large amount of time spent on advising students on petitions, freeing up availability for involvement on other projects.

Projects Completed in Part or In Progress

10) **Townhalls (in-part)**: Are not being undertaken by the portfolio this year, but are being piloted by Director Megan Emily Town, and may eventually be possible based on resources within the department.

11) **Systemic Tracking of Relationships (in progress)**: Using Customer Relations Management software to track relationships has no been more fully established within the Stakeholder Relations
Officer role, and meetings are upcoming to determine a strategy and tools to increase use from executive and commissioners from optional to mandatory.

12) Increasing Use of Submissions (in progress): Development of a budget submission (putting our budget asks on paper) provincially is underway, and submissions have been used in other smaller circumstances with both the university and the government over the last year.

13) Improved Content Creation (in part): This commitment to more paid time on content creation has been implemented in commissioner job descriptions, but has not been actualized, as we are adapting to the new structure in the marketing and communications department, and have only recently changed our website to better accommodate content updates from commissioners.

14/15) Improved Commissioner Transition & Transition Weeks (in progress): The schedule is being developed for a pilot this spring, after elections, to move up the timeline for hiring to allow more time for transition between outgoing and incoming commissioners. Transition for the next VP Education is already being planned, with the hopes of having a more structure first 2 weeks on the job currently still under development.

Projects Abandoned

16) Boxed Campaigns (due to misunderstanding): Thinking has evolved on the “boxed campaign” a presumed marketing campaign that is run the same way each year and where materials are only changed minimally. The organization has seen fewer of these topics in advocacy that don’t evolve, and student opt-outs have changed the priority to much more responsive campaigns that communicate progress.

17) Advocacy Paraphernalia (due to budget): Wanting branded wear for commissioners and executive to make them more obvious when advocating for students was not implemented due to fiscal restraint around budget time when the organization was uncertain about the numbers of opt-outs it would recieve.

Stalled or Shelved Projects

18) Moving the budget of Research and Policy Officer: A minor technical issue which will likely be changed in the next budget cycle.

19/20) Consistent Contact with members of marginalized groups & Consultation before Policy Writing: These goals was not met, in part due to prioritization and workload, and in part due to lack of staff support due to change in Stakeholder Relations Officer. The goal was to meet more frequently with marginalized groups, and increase consultation before the VP Education or others in the organization wrote policies.

21) Research Capacity Expansion: The scheduled initiative was not scheduled to occur until the upcoming fall. Could be considered in progress, but drafting of a job description has not yet been initiated.

22) Research Intensity: The number of research reports by the Research and Policy officer was slated to increase, but due to a number of other projects that emerged as a result of the Student Choice Initiative, this was not possible. The Housing Report is the only major advocacy report expected this year.
23) **More contact with MPPs and MPs:** The lack of an SRO meant that there was insufficient capacity to help facilitate, or train the relevant commissioner to facilitate, more meetings with elected officials.

24) **Celebrate Relationships:** Wanting to do more to have an event that brings together WUSA’s campus stakeholders, the lack of an SRO meant that there was not enough capacity to coordinate this. The VP Education has instead used commissioners to generate form letters for new hires, retirements, or changes in position, and many holiday cards were sent instead of a spring term event. This may happen in the coming 12 to 24 months, as the budget exists for it.

25) **Leadership Development:** The goal to better identify promising young students and give them potential ladders to develop within the organization, and grow their skills, was delayed due to the lack of a Stakeholder Relations Officer.

26) **Living Transition Manual:** The idea of a document that is updated regularly in a structured fashion that will help incoming executive not be surprised is a good idea, but was not a major priority, and workload meant this was not pursued.

27) **Commissioner Office Hours:** Has not been pursued, as it requires a complex combination of coordination between IT to allow for commissioners to book spaces to hold office hours, marketing to publicize the hours are available, and actual commissioner availability to fill the hours. As a non-priority, this has not yet come together.

28) **More department cohesion:** More full department meetings is something that the SRO typically coordinated, but the VP Education did not have bandwidth to do after the SRO left his role.

29) **Promotion of Academic Integrity Resources:** The goal to move CAPs from a simply service-response role to also include promotion of materials and academic integrity has not yet been implemented, in part due to CAPS being consistently at half-staffing due to turnover.

**Commentary:**

Those based on funding were largely implemented, many of those that simply sought to increase quality were not. Issues 19, 20, 23, 24, 25, and 28 can be lined directly to the lack of an SRO during critical times. External advocacy, with the exception of meeting directly with local politicians, saw significant full-implementation compared to other categories. There is also significant risk that the capacity in one Stakeholder Relations Officer may not be enough to meet all of these goals. These goals were largely projected to be done within this timeframe, and with only 9 achieved, the capacity gap has become evident, with the current VP Education often not completing non-strategic tasks within a reasonable time frame.
Section II) Action Plan

The Vice President Education was included through the Executive Action Plan 2019-2020. Almost all pieces of this plan have been advanced. The EAP is publicly available. This section will detail notable successes and shortcomings that have substantially impacted the completion of goals. Some goals, where they overlap with Section I, have been omitted. The remainder of the goals have seen progress in some form, including possible completion.

Substantial Shortcomings

1) Volunteer Management

The goal to have volunteer support bases for commissioners was not prioritized, or deemed as necessary for the current goals and efficiency of commissioners.

2) Proactive Campaigns and Media Exposure

A goal to increase exposure in newspapers through op-eds has only yielded 1 of the original goal of 3 op-eds (the original goal was not published). The number of op-eds submitted has currently been to date, 1.

3) Frequent Satellite Campus Visits

The number of VP Education satellite campus visits has been 1, with 1 additional planned. This falls below 1 meeting a term, means that Cambridge has not been visited, and is not at the level that it could or should be.

4) Regional Contacts

Establishing stakeholder relationships with Regional staff and politicians has not been undertaken.

Notable Successes

1) Name Change for Students in Quest

Ongoing communications with the Registrar’s office has led to this advocacy goal being completed.

2) Redevelopment of Review Schedule for OUSA

Currently, procedure states review of our membership in OUSA is to be biennial, creating the need for a report of length 50-100 pages to be produced with similar content every other year. A proposal has been brought to WUSA Students’ Council to reduce this to once every five years, with other compliance mechanisms being introduced for half-way between the reviews.

3) Co-op Student Experience Review

Coordination with the university’s co-op department has led to the introduction of increased no-rank options for students on WaterlooWorks, as well as the ability to petition to withdraw from interviews in the event of an overwhelming number of interviews interfering with other obligations or mental health.
Section III) Advocacy Topics

This section should serve as an overview of topics the VP Education is either actively, or could potentially pursue. More active files have been bolded.

Federal:

1) Intellectual Property Fair Dealing- Makes Courseware more affordable for students
2) Research Funding- Seeks to expand the USRA program from STEm field to include non-STEM fields
3) Student Grants- Successful advocacy on this has led to previous expansions of the federal portion of student aid, with more expected in the upcoming budget
4) Environment
5) Indigenous Student Funding- Expansion of funding to the Post-Secondary Student Support program and Indigenous languages, among others.
6) Mental Health- Federal funding to support provinces
7) Internationalization- Involvement in discussing students studying abroad, and international students studying in Canada

Provincial:

8) Elections- Getting the provincial government to give the same “vote at University for your home riding” technology that the federal government uses
9) International Student Experience- General investigation into the difficulties and improvements to be made for international students
10) Labour Standards- Increasing protections for co-op students in the workplace
11) Work-Integrated Learning- Promoting things beyond co-op to give students marketable skills
12) Mental Health- More funding to on and off-campus services
13) Preventing Sexual Violence- Better protections, systems, lighting, training and more.
14) Strategic Mandate Agreements- The ways that universities are funded
15) Housing- Advocating for the standardized lease, as well as better enforcement.
16) International Student Healthcare- Closing loopholes that can allow exploitative fees
17) OSAP- Restoring grants to their previous level
18) Student Choice- Promoting the ability of students to determine collectively and democratically how they are governed.
19) Tuition Regulation- Capping the rate of growth, or even freezing tuition increases while not letting university quality suffer.

Regional/Municipal:

20) Bike Lanes- More travel options for students, and keeping students safe
21) Transit Coverage- More buses in more areas, or expanding bus density on routes
22) Transit Quality- How comfortable, safe, and enjoyable is the GRT experience
23) Housing- Collaborating with the city and region on property standards
24) Cultural Programming- Involving students more in Waterloo’s festivals and events
25) Unsanctioned Public Gatherings- Keeping students safe on Ezra and elsewhere
26) Economic Development- Transitioning students from temporary to permanent Waterloo citizens.
University:

27) Housing- Quality of the university residence system
28) IT- Quality of wi-fi, computer access, and other IT systems on campus
29) Co-op- Broadly including quality and access to co-op jobs, safety on co-op, co-op work term reports, co-op fee WatPD, applications processes, WaterlooWorks, and everything else co-op.
30) Course Evaluations- Advocating for good use of student opinions in evaluating instructors.
31) International Tuition- Making tuition for international students predictable and transparent.
32) Review of Policies 71, 71, 72- making sure students can easily understand and have access to fair justice within the university
33) Teaching and Learning Spaces- Broad advocacy on the topics of classroom design and funding for capital renewal.
34) Fall Reading Week- Measuring the success of the full-week reading week pilot.
35) Reducing Examination and Evaluation stress- Reducing the total number of exams, and reducing academic stress just for stress' sake.
36) Teaching Quality- Improving access to High Impact Practices, teaching streams, and evidence-driven teaching methods.
37) Ombudsman- Re-establishing an ombudsman office at Waterloo.
38) Quality of Advising- Ensuring academic advisors are continually improving and providing a reasonable standard of service to students.
39) Textbook Affordability- Keeping the prices of textbooks, courseware, and software down, and promoting fully free textbooks.
40) Indigenous priorities- Various priorities around Indigenization are found in our Indigenization report.
41) Environmental Topics- Making the university more sustainable
42) Accessibility- Making sure university does not discriminate against those persons with disabilities.
Section IV) Revenue

Below are summaries of the areas that have been costed to improve QUSA service to students.

1) Quality of Commissioners
How: Improve rates of pay to attract better candidates and pay commissioners over a living wage.

2) More research
How: Support having more students hired into research positions.

3) Better student housing
How: A dedicated role to help advise students on how to avoid bad housing, and how to report issues to the government bodies that can make it better.

4) More visits to Ottawa
How: Funding for travel and hotel costs, at six cents per student per year.

5) Making UCRU Effective like OUSA
How: Contribute toward the funding of an executive director for UCRU to work part-time to build permanent relationships with federal decision makers, and do research on federal student issues.

6) Expand Overall Capacity
How: Add a new advocacy manager for WUSA, to coordinate WUSA’s advocacy strategy, as well as a new role to take governance research and minute taking off the hands of the current Research and Policy Officer to do advocacy research. Invest in resources to pay students for giving us a statistically representative research sample.

7) Help students communicate their skills
How: Create a WUSA-endorsed record of substantial student involvement in clubs, societies and other opportunities.

8) Make advocacy visible
How: Give our advocates sweaters, scarves, or other ways to be visible when they are on campus doing advocacy work.

9) Free textbooks
How: A new endowment fund that funds development of textbooks owned by the university, not by publishers.

10) More research on student issues
How: A new endowment fund to establish an endowed professorship, where the salary for a professor on student issues would be coming from interest on the endowment.
11) Sharing best practices with other student unions

How: Funding the conference fees for going to an annual student union conference in BC.

12) Restoring Temporary Cuts

How: While the SRO job was vacant, its budget was cut. Restoring funding and expanding funding to research resources could lost less than sixteen cents per student per year.
PROFESSIONAL DEVELOPMENT

A) Definitions
1. The provision of professional development undertaken by employees of the University of Waterloo is outlined by Policy 4 and Policy 18 of the University of Waterloo; the following procedure governs any additional resources provided to the employees of the Federation of Students for the purposes of professional development. The Executive will not be eligible for funding of professional development.

2. Professional development is the process of increasing the professional capabilities of Federation of Students full-time staff by providing, or providing access to skills training, learning, and career growth. This can include, but is not limited to, leadership training, conference travel, accreditation, and educational opportunities.

3. It should be understood that professional development undertaken by the staff of the Federation of Students must provide an increased benefit to the Corporation and its service to the undergraduate student population.

B) Requests
4. Any full-time employee of the Federation of Students may seek approval for a professional development opportunity.

5. In the case of professional development involving course work, no more than two courses may be funded at one time.

6. A written submission shall be provided to the General Manager, Staff Supervisor(s) at least two weeks prior to the registration date. This submission will outline the rationale for the request, how the requested opportunity will benefit the service provided to the undergraduate student population at the University of Waterloo, the approximate costs associated, and any time requirements involved. This submission should also include any literature dispensed by the providers of the opportunity. Additionally, there should be a letter from the personnel’s direct manager stating if they believe there is merit to the opportunity and if provision of lost work time is acceptable.

7. The Staff member’s supervisor, General Manager, and the any appropriate Executive report to will determine the validity of the request.

C) Funding
8. The Federation of Students will fund all approved professional development in advance of its commencement. The Staff member’s supervisor, General Manager, and appropriate Executive report to...will determine if the professional development opportunity will be fully or partially funded. A promissory note will be signed stating that if the program is not successfully completed, the funding will be returned to the Federation of Students, upon review by the Staff member’s supervisor, General Manager, and appropriate Executive report to.
D) Post-Completion

9. Staff shall submit a written review of any professional development involving in-class work, conference attendance, or similar ventures. This review shall be completed and submitted to the Executive Committee within thirty (30) days of the completion of the professional development activity. These reports will serve as an evaluation that will assist with future applications. Topics covered should include how the professional development opportunity met staff needs and expectations, how the professional development increased service to the Corporation and to the undergraduate student population, the quality of the speakers, sessions and associated material, etc..

10. Verification of successful professional development completion (where applicable) shall accompany this report (i.e., a grade report, evaluation, certificate, etc). Failure to successfully complete the requirements of approved professional development opportunities may result in a staff member having to fully repay to the Federation of Students for any and all funds provided to the staff member for the professional development opportunity.
GINNY LEE MEMORIAL EMERGENCY LOAN FUND

1. The Ginny Lee Memorial Emergency Loan Fund is an interest-free, short-term loan fund administered by the University of Waterloo’s Students Awards and Financial Aid Office, through funds initially provided by the Federation of Students.

2. The Student Awards and Financial Aid Office will determine the sum of money provided and the length of time provided for repayment, based upon proof of an acceptable source of repayment.

3. Based on evidence of long-term inability to repay a loan, Student Awards and Financial Aid may, at time of disbursement or thereafter, extend the terms of repayment, may recommend to the Federation of Students Board of Directors that a loan be forgiven and instead disbursed as a bursary, and a resolution by the Board of Directors will be the final authority for these decisions.

4. The person may appeal to the Board of Directors on their eligibility for the fund, the sum of money provided, or the length of time provided for repayment, or the loan/bursary status, and a resolution by the Board of Directors will be the final authority for these decisions.

5. In instances where time does not permit the Board of Directors to meet in a timely fashion to deliberate on an exception within the time span required by the student, the Vice President Operations may bring a case to the President, who may make a decision in the interim, to be brought for deliberation at the next timely Board meeting.

6. Academic standing will not be used in determining eligibility for the use of this fund.
Amendment to Board Procedure 10: Savings and Investments

4. The provisions of this procedure do not affect restricted accounts. While restricted accounts have monies dedicated to a specific purpose and these monies, and generated interest from these monies, may only be spent on said purpose, as defined by this procedure, the Board shall be permitted to invest reserve funds for the purpose of generating more monies to be used to support the Federation, subject to the following guidelines:

a. That eighty percent (80%) of the funds are permitted to be invested in instruments under low-medium risk investment strategies;

b. The interest rate that the restricted funds generate will be calculated on an annual basis. The investment account will be obligated to pay interest income to the source Fund that would have been otherwise generated if the funds were left in the source Fund’s savings bank accounts. The remaining amount will be realized as interest income into the General Fund and will be added to the next fiscal year’s budget;

c. The investment will be managed by a qualified financial advisor, who shall provide regular reports to the Vice President, Operations & Finance or General Manager;

d. The principal may never be used for any other purpose than being the core amount in the fund;

e. At the end of each fiscal year, and anytime the principal loses more than twenty percent (20%) within a fiscal year, the Vice President, Operations and Finance will present a report to the Board on the health of the investment fund.
POLICY STATEMENT:
Membership in external political organizations must be conditioned upon respect for autonomy, post-secondary focus ease of leaving, evidence-driven tangibility of policy recommendations, and student-led.

PURPOSE:
To establish policy parameters around joining and maintenance of membership in external political organizations.

DEFINITIONS:

External Political organization- An organization that engages in lobbying or advocacy activities on behalf of post-secondary students to any level of government, other than WUSA itself.

Autonomy- The ability of WUSA to govern its own affairs, including free alteration of bylaws, adoption of independent lobbying priorities and advocacy stances, and to generally administer its affairs by its own democratic processes.

Tangibility- Recommendations that while they may be optimistic, are within the realm of government tools, current policy windows and sphere, and acknowledge the political realities of the day.

SCOPE & EXEMPTIONS:
This policy binds the Corporation with regard to initiation, maintenance, and exiting of External Political Organizations, as well as advises the Board on contractual relations between WUSA and any External Political Organization.

This policy exempts organizations that are not incorporated or formalized in nature, and permits WUSA to engage in exploratory or preliminary activity under these organizations, insofar that they do not unreasonably infringe on its autonomy.

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

The Waterloo Undergraduate Student Association believes:
   a. In affordable, accessible, accountable and high-quality post-secondary education at the institutional, municipal, provincial, and federal level;
   b. That collaboration and compromise with other students, student groups, and student associations can lead to effective advocacy for Waterloo undergraduates;
   c. That advocacy should be cost-effective, and membership in these organizations should demonstrate value to Waterloo students.

The Waterloo Undergraduate Student Association is resolves:
   a. That organizations it joins shall ascribe to the following principles
      i. Maintaining a focus on post-secondary issues and student issues
      ii. An evidence-driven environment
      iii. An advocacy approach that prioritizes practicality and stakeholder relations
      iv. Is student led in its leadership
      v. Practices sound financial management;
   b. That WUSA should only seek membership in external political organizations that respects the autonomy of WUSA;
   c. That the Board shall only enter membership with an external political organization with an annual fee if authorized by a vote of Students’ Council, or upon a verified referendum result;
   d. That Students’ Council should maintain a procedure outlining a method of periodic review of membership in external political organizations;
   e. That normally, termination of membership in an external political organization shall only be in order upon discussion and receipt of a report under aforementioned procedure;
   f. That if Council wishes to proceed with suggesting a termination vote to the Board of Directors, a resolution shall require passage by a majority vote at an initial meeting of Council, and a two-thirds vote at a subsequent meeting of Council, no less than 28 days apart, and no more than 90 days apart.
   g. That notwithstanding anything in this document, and pursuant to the WUSA bylaw nothing shall preclude the Board of Directors from deliberating and deciding to remain
WATERLOO UNDERGRADUATE STUDENT ASSOCIATION
POLICIES

in an external political organization if it is in the best interest of the organization.

HISTORY:
Re-developed at Education Advisory Committee, Fall 2019
Reviewed, April 2012

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

APPENDICES:
Cipher.