



## Wilfrid Laurier University Students' Union Meeting of the Board of Directors

Location: Waterloo Campus Boardroom, 2nd Floor FNCC

Date: 09-Jun-19

### The Strategic Ends of the Students' Union

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

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

An affordable, accessible, and high quality academic experience

A safe, sustainable, and empowering environment

Diverse inclusive social interaction

Products and services that cater to the financial needs of students

#### Land Acknowledgement

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

Start	Duration	Agenda Item	Type	Presenter	Policy Reference
5:00pm	5:00pm	Call to Order and Indigenous Land Acknowledgement	adm	Chair Bourrie	
5:00pm	5:01pm	Regrets	adm	Chair Bourrie	GP#2c8
5:01pm	5:02pm	Adoption of Agenda	D	Chair Bourrie	
5:02pm	5:03pm	Approval of May 5th Meeting Minutes	D	Chair Bourrie	GP#2c7
5:04pm	5:05pm	Conflicts of Interest	adm	Chair Bourrie	GP#2c2
5:10pm	5:13pm	Comments from the Chair of the Board & CGO	fi	Chair Bourrie	
5:13pm	5:16pm	Comments from the President & CEO	fi	President Hakim	
5:16pm	5:20pm	Comments from the Executive Director & COO	fi	ED Champagne	
5:20 PM	5:30 PM	Summer SLL Committee Update	fd/D	Chair Bourrie	
5:30pm	5:50pm	Strategic Plan Discussion/Presentation	fd	Chair Bourrie	E#1
5:50pm	5:55pm	DIC GP #2g Final Report	D	Director Borjas	GP #2g
5:55pm	6:00pm	DIC GP #2i Final Report	D	Director Pereira	GP #2i
6:00pm	6:15pm	Committee Elections:	D	Chair Bourrie	GP#2f/g
		Strategic Plan Committee	D	Chair Bourrie	E#1
		DIC: EL #2e	D	Chair Bourrie	EL #2e
		DIC: BMD #2d2	D	Chair Bourrie	BMD #2d2
6:15pm	6:16pm	New Business and Announcements	fi	Chair Bourrie	
6:16pm	6:17pm	Adjournment	adm	Chair Bourrie	
<b>Total</b>	<b>1hr17min</b>				

**LEGEND:**

fi, For Information

fd, For Discussion

D, Decision required

adm, Administrative task

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**Board Members Present:** Chair Owen Bourrie, Vice Chair Sameed Hussain, Osman Alwi, Feisal Borjas, Julia Pereira, Devyn Kelly, Ty Thomas, Andre Dang, Karneet Chahal, Thomas Hamilton, Saloni Sharma

**Staff Present:** Executive Director Phil Champagne; Director, Policy Research, & Advocacy Ian Muller; President Zemar Hakim; Board Secretary Edgar Carmona

**Regrets:** Stephanie Higgs

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### **1. Call to Order and Land Acknowledgment**

**Chair Bourrie:**

Okay, so we call this meeting to order at 5:10 pm on the second floor of the FNCC building in the Waterloo Students Union Board room on May 5<sup>th</sup>, 2019. We acknowledge that we are on the traditional territory of the Neutral, Anishnawbe, and Haudenosaunee people.

### **2. Adoption of the Agenda**

### **3. Adoption of the Consent Agenda**

### **Adoption of Meeting Minutes: April 23<sup>rd</sup> and April 5<sup>th</sup>, 2019**

### **4. Regrets**

**Chair Bourrie:**

In terms of regrets, we receive regrets from Director Higgs who cannot make it due to a medical circumstance. As everyone else is here, there are no more regrets so we will move forward.

Can I get a motion on the table to approve the agenda package with the amendment of adding a strategic planning committee election under committee elections section at 6:25pm? Any discussion on the matter? Just for some context as to why we are going to do the election, in talking with the full time staff, we found it suitable to do the elections today so we know who is going to be on that committee so we don't have to worry about doing that election and so we are not restricted in terms of timing for when we want to go forward in doing that. So that is the reason for that. All those in favour of approving the agenda with that amendment please raise your hand. The motion passes with unanimous consent.

**Motion 1** (Hussain/Alwi): to approve the agenda package with the amendment of adding a strategic planning committee election under committee elections section

**Vote:** 10-0-0

**Result:** Motion Pass

**Chair Bourrie:**

Can I get a motion on the table to approve the April 23<sup>rd</sup> and April 5<sup>th</sup> meeting minutes? Any discussion on the matter? The motion passes with unanimous consent.

**Motion 2** (Hussain/Dang): to approve the April 23<sup>rd</sup> and April 5<sup>th</sup>, meeting minutes

**Vote:** 10-0-0

**Result:** Motion Pass

**Chair Bourrie:**

Are there any requests to amend the consent agenda?

Could I please have a motion on the table to approve the consent agenda as presented? Any discussion on the matter? The motion passes with unanimous consent.

**Motion 3** (Kelly/Hamilton): to approve the consent agenda as presented

**Vote:** 10-0-0

**Result:** Motion Pass

**5. Conflicts of Interest**

**6. Comments from the Chair of the Board**

**Chair Bourrie:**

Before we begin with comments from myself and the rest of the full-time staff, are there any conflicts of interest to declare? Fantastic, as there are none, we will move on with comments from myself. So, I just want to congratulate all of you for officially starting your term. So, first of all can we get a quick round of applause? [Applause] I am really excited for the board that we have, as we can see we have full attendance with the exception of a medical reason so that's fantastic for a Sunday night board meeting, especially with the weather being so nice outside. That's all for me so if you have any questions moving forward, my job is to guide you so please feel free to reach out at any time. I know the full-time staff also has that open-door policy. Everyone is kind of here to learn so if you ever need anything, please feel free to reach out to me. I would also like to introduce all of you to our new board secretary, Edgar. So, if

you want to give a wave. (*Applause*) I want him to be a part of our team as well so please before you go just introduce yourself to him, I'm sure he'd like to meet you all. Well move on now to comments from the President and CEO.

## **7. Comments from the President and CEO**

### **President Hakim:**

Not much from me, onboarding was on Wednesday May 1<sup>st</sup>, and all the Student Executives started their portfolios on Tuesday.

## **8. Comments from the Executive Director and COO**

### **Chair Bourrie:**

Perfect, thank you. Well move on to comments from the Executive Director and COO.

### **ED Champagne:**

First of all, again, just to kind of reiterate. Welcome to your first meeting and welcome to your year as Directors on our board. I do have one quick operational update to let you know. I don't remember what the date of the April meeting was, April 4<sup>th</sup>?

### **Chair Bourrie:**

April 5<sup>th</sup>.

### **ED Champagne:**

So, on the meeting that we had with last year's board on April 5<sup>th</sup>, we went in camera to discuss the business operations of Williams Fresh Café on the Brantford Campus. With the Students Choice Initiative, we have had to make some very difficult decisions on what we need to do economically. We basically presented a bunch of numbers, the operations numbers, of Williams on Brantford campus to the Board of Directors and they made a motion and passed a motion to let Presidents start the process of winding down business operations. So, as of May 1<sup>st</sup> we officially gave notice to Williams head office that as of May 31<sup>st</sup> we will be ceasing that partnership. We will also be ending our lease in Market Square and that afternoon I went in and talked to our six full time staff member that will be unfortunately laid off as a result of this business decision. We will be retaining the services of the general manager, Michelle Finch. She will be kind of a special project's person within the hospitality department and will work in combination with Brantford as well as Waterloo depending on the project required. I just wanted to let you know that, that was a board decision that was made, and those decisions have officially been executed.

## **9. Items pulled from the Consent Agenda**

### **Chair Bourrie:**

Thank you. So then moving on to our strategic plan discussion. Ian kind of provided you all with a briefing note. So, I assume you all had a chance to read that. I will pass it off to Phil just to kind of give some context as to what went on in the past and what we are kind of planning to do and if you have any questions for him or for Ian based on what was provided in the note, this will be the time to ask. So, Phil if you want to go ahead.

### **ED Champagne:**

So, five, or a little over five years ago, actually now that I think about it, it might have been 6 years ago, our board of directors undertook a new strategic plan process. That strategic plan agreement which you are all on some level of aware of. How intimately is not for me to say. But that expires at the end of this academic year upcoming and so we will work with your group as well as student executive members and full-time staff members to create a new strategic plan to set a new direction for the Students Union. Ultimately what that process will look like is really up to the committee which will be comprised of all three of those areas being the Board of Directors, Student Executives and full-time staff members. Full-time staff members will be there more to contextualize stuff from their experience. It'll be almost exclusively led by the students. Ultimately it is a project that will involve you guys getting your hands dirty and talking to students and really getting to know what it is that they need, what it is that we provide that fills those needs, what it is that we do not provide that isn't filling those needs to help set a more strategic direction for the Students Union for the 5 years coming. Usually in the course of the summer, that will be several meetings. How many, I can't really say. Developing a pretty comprehensive survey that gets into all kinds of levels of detail with regards to offers that the Students Union has for its members. But we also have the benefit this year of having added data from the Student Choice Initiative of students opting out of this stuff and the other thing. Depending on their, we won't have necessarily specific data to know what each individual student is opting out of, but we will be able to have aggregate data as to what they opted out of and why, which will be equally important. Ultimately, there will be a few meetings in the summer, a few meetings in the fall, and then hopefully by the end of the fall we will have our survey out and all that the Winter semester will be is analyzing the data that we get from our students and preparing a report for approval and ultimately creating a new strategic plan for the next 5 years of the organization.

**Chair Bourrie:**

Perfect, so before we go forward for questions for Phil, just something I wanted to note for summer meetings is that it's not going to be like a board meeting where we will necessarily have you guys come all the way up here to Waterloo. Just if you are thinking about running for that committee, video conferencing or tele-conferencing will be an option. Just to save your time in terms of the commute. So, I just wanted to put that out there. Does anyone have any questions? Yup.

**ED Champagne:**

It is worth noting that historically those meetings have been during the day. So, if that ends up being a scheduling conflict, because I have no idea what you guys are doing for the summer, we'll have to figure out a way to work around that.

**Chair Bourrie:**

So, traditionally I assume you guys would do it office hours like a Monday to Friday, nine to five?

**ED Champagne:**

Usually, yea.

**Chair Bourrie:**

So then again, that's also something to keep in mind if you guys are considering running for that election. It's really important, especially, the DIC's are much more flexible, but once we get into like that strategic planning committee as well as all the Student Life levy committees, because we engage with members of the full-time staff who work more of a nine to five, Monday to Fridays. As well as members of the university full-time staff, they work Monday to Friday, nine to five for the most part. So. Its rather difficult to do anything out sort of that time frame and it's really important that the student voice is heard on those committees. So, if you are considering doing that, just try your best to keep that in mind. Perfect, are there any questions for the Executive Director based on what he provided? Yea, Director Dang.

**Director Dang:**

Hi, like I've read through the report that you posted online, but I just wasn't very clear. Can you just kind of briefly summarize what was the result of the strategic,

like the previous strategic plan? Like what changes or improvements to like our stakeholders that they made.

**ED Champagne:**

So, are you looking for performance indicators?

**Director Dang:**

Yea.

**ED Champagne:**

Ultimately, that would've been provided by the President to the board at the end of every year

**Director Dang:**

Because it just stated in the report, that we want to perform like to the industry standard or like you know?

**ED Champagne:**

Yup.

**Director Dang:**

So, I just want to know like what is the standard? Compared to other universities, or is there a specific number?

**ED Champagne:**

So, the strategic plan basically states that it could identify a few key categories which are reasonably broad and can be interpreted by an executive every given year and what that actually looks like. And so, there's nothing necessarily specific, but we know that if we're striving to achieve that, we will be performing our best for our members. So, if we take a look what past presidents have presented to the board, I know that President Van Herzel and President Matthews, those guys definitely presented feedback on how they achieved the strategic plan. Whether or not President Brar or President Plummer did that, pretty confident President Plummer did not do that, and I'm not sure, I don't really remember, it's usually done at the end of the year. I don't really remember what President –

**Chair Bourrie:**

But that would be in the meeting minutes, right?

**ED Champagne:**

Should be, yea.

**Chair Bourrie:**

So, if you want, I would be more than happy to assist you in finding that. I can dig through the files to kind of figure out what they did. But if you go on wlsu.com or .ca, if you go into the board resources, the meeting minutes for the past ten, we'll just call it ten years, are all under there. And if you just want to kind of scroll through, that might be a little bit tedious, so if you're willing to do that, I can also go through the files that I have and look for that and kind of help post that on my learning space so you have some additional context.

**ED Champagne:**

So, I would also suggest, the strategic plan is located in that same section.

**Chair Bourrie:**

And the strategic plan is a part of the agenda package if you just want to go page 108, it starts there. And its six pages, seven pages, more than that. So, you can also go through that and read that as well.

**Director Dang:**

Okay.

**ED Champagne:**

So, what I might suggest, I don't know what the temperature is in the room. So, in terms of knowledge of what that strategic plan ultimately could look like. I'm not necessarily saying echo the same strategic plan. But that ultimately, the themes are going to be probably pretty similar, so if that's something that interests you and you don't feel prepared enough to run for that committee, we don't necessarily have to do the election today if people don't feel prepared for that. But if we can, that would be great.

**Chair Bourrie:**

So, why don't we kind of talk about that? I don't want to have an election where you guys don't really know what you're getting yourselves into. If you all feel that you need a little bit more time or want to go a little bit more in depth going through the strategic plan. Looking back at the stuff, I can kind of provide to you guys for context, then we can definitely push that. It's just more of a time thing. We wouldn't be able to have the sort of strategic plan meeting until, if

approved today, I think I have it as June 8<sup>th</sup>. So, that kind of restricts us in that sense.

**ED Champagne:**

And this board will have a bit of an advantage to the last couple of groups that did it because they built everything from scratch.

**Chair Bourrie:**

Exactly.

**ED Champagne:**

Whereas we have a pretty good skeletal –

**Chair Bourrie:**

And like you said, you don't need to change, like a bunch of the stuff is broad for the purpose of having the executive operations team be able to kind of use their vision as to what they want the strategic plan, and like how they want to interpret it and stuff. So, how are we kind of feeling? Do we think we're confident enough to do that today, or would you all kind of like some more time to review the 2015/2020 strategic plan, the evidence that past presidents have provided? So, you can just put up your hand, we'll do an informal kind of poll. If you guys, if you guys would like to have the election stage, put up your hand. And I assume, just put up your hand if you'd like to have it at the next meeting. Ok, perfect. Do we have any other questions for the strategic plan? Yup, go ahead.

**Director Feisal:**

Yea, just two questions. First, for some context, comparing the current strategic plan to the one created in 2010/2015, were there any major changes going from plan to plan. Would you know?

**ED Champagne:**

I'm pretty confident there was not a strategic plan. I believe this is the first strategic plan that we've actually worked with.

**Director Feisal:**

Oh.

**ED Champagne:**

So, in that sarcastic sense, it is dramatically different. *[Laughter]* That was really our first kick at that official plan. It's not, I believe there was something, but it was never something that was ever reviewed. It was one of those things that they did it, put it on the side, and checked that box when they did it. They never really interacted with it. This last 5-year period was something that they tried pretty hard to interact with, but necessarily, there's lots of room for improvement we'll say. But, yea.

**Director Feisal:**

A follow up to that, do you know if the group that drafted the current strategic plan had any like feedback or any reflection on their process that we can learn from?

**Chair Bourrie:**

That is something that I can probably dig up in the drive J-Drive. I have access to all the different like past Chair's info. It's kind of up to them what they've left in there for me, but a bunch of them do have a couple folders that I can go through and kind of look if they've left any other like thought process or like tips and tricks, that kind of stuff.

**ED Champagne:**

The biggest challenge that the groups faced, because a strategic plan is supposed to go from start to beginning in one year process and we had a lot of challenges getting people submitting questions for their areas so that we could get the survey approved by research ethics. So, the biggest challenge that they had was getting those questions done on time. Luckily, we got a lot of them in place already that will probably still be relevant. But getting individual feedback of any particular area within the Students Union to actually kind of go through and vet those questions, is important to be very timely and that was our biggest challenge.

**Chair Bourrie:**

Because they did it 2013, 2014, and 2014/2015, right?

**ED Champagne:**

Yea, so the year Jordan Epsetien was the chair of the board that time, that's when they started.

**Chair Bourrie:**

Yup, that's when they started

**ED Champagne:**

But, had a really hard time getting it approved by a research ethics.

**Chair Bourrie:**

Okay.

**ED Champagne:**

And it didn't get done in time, and then Matt Mclain took over as Chair of the board and he brought it home.

**Chair Bourrie:**

Okay, does that answer your question Director?

**Director Feisal:**

Yea, yea, one last one. I know in the, in the briefing you provided, there's probably going to be a lot of, a big junk of time will be to like for consultation for the students and everything and to kind of guide our process, thought process and creative plan. But, is there going to be any other kind of stake holders or groups that we would have to consult with in the process? Besides students.

**ED Champagne:**

So, prob-, the answer is that yes, but they're going to take a lower priority because we represent students, right? The undergraduate's students are obviously the most important voice in guiding the direction of our, of our organization. But we obviously play in a playground with significant stakeholders and getting their input is important, but not nearly as important.

**Director Feisal:**

Okay, thank you.

**Chair Bourrie:**

Before, he has his question, do you put up your hand? You're good? Do we have any other questions? So, then we will move to do the elections for that committee come June 9<sup>th</sup>.

**ED Champagne:**

So, if you guys approve the June 8<sup>th</sup> meeting, I won't be here for that meeting.

**Chair Bourrie:**

Okay.

**ED Champagne:**

So, I send my regrets early. *[Laughter]* But, if there are questions that you guys have before that, please feel free to reach out to either myself or Ian. We'll get those questions answered to you before that meeting so that hopefully if Ian's available for that meeting.

**Chair Bourrie:**

Perfect. Any other questions? Awesome. So, then moving on to the student choice initiative discussion, Ian did you want to provide a little bit of context? Again, there was a brief provided, I'm sure you all had a chance to read it. So, once Ian gives his little talk about it or Phil, I know Phil you love it.

**ED Champagne:**

Doesn't matter to me.

**Chair Bourrie:**

Either or. So, after whoever decides to give a little review about it, if you guys want to ask any questions based on what they say or what was provided in the brief, that will be your time after that.

**Director PRA Muller:**

Yea, so the brief provided a pretty comprehensive picture from start, through process, to where we are right now. First, providing some context in terms of the governments changes to the ancillary fee framework for the students choice initiative, the implication that had on the way in which ancillary fees are classified, both in terms of what things can be charged on a mandatory basis and which things are required to have an opt out provision. How those fees show up on your bills each term and then ultimately the combination of a lot hard work in the operational side in terms of re-classifying the fees of the Students Union to both mandatory and non-mandatory fees. That process was approved through the university's non-tuition protocol committee and then, I believe this week, headed to the sub-committees of Senate and Board of Governors for further approval. So, that's, there isn't much other to be said other than we're having to save your questions if there's anything that you have that came out of that fairly lengthy document in terms of process, why certain decisions ended up being where they are. But it is important to note that it is a

bit of an evolving process. It's a tight time line to get ready for Fall 2019, so it's possible there may be changes in the systems piece at the university in terms of how things, kind of mechanically are happening. But yea, beyond that, this is kind of where we are right now.

**Chair Bourrie:**

Perfect. So, I will open the floor to any questions for Ian or Phil. Go ahead.

**Vice Chair Hussain:**

I just have a question, what's the provincial advocacy fee?

**Director PRA Muller:**

So, it's a fee that largely covers the costs associated with our membership in the Ontario Undergraduate Student Alliance. But that ancillary fee was passed by our referendum to support advocacy in general. So, currently it supports our work with Ontario Undergraduate Student Alliance, but it's not a direct causal connection so, if for instance OUSA just didn't exist anymore, we would still be using that money internally for our own advocacy efforts. Provincially, the reason why it's focused on provincial advocacy fee is because that is the primary jurisdiction of post-secondary education and that's where a good junk of our advocacy efforts are focused because most of the decisions made by government at the provincial level have direct impact on our educational experience.

**Vice Chair Hussain:**

So, we will still be working with OUSA right?

**Director PRA Muller:**

Yup. That's still the plan.

**Vice Chair Hussain:**

Okay.

**Director PRA Muller:**

Obviously OUSA is sorting out the ramifications of the Students Choice Initiative themselves. But our plan is still very much to be working with, in very close connection with that important partnership.

**Director Hussain:**

Thank you very much.

**Chair Bourrie:**

Any questions? Director Dang.

**Director Dang:**

Hi, two quick questions. One of them, for the essential services fee, there's no changes to it except they just added it to the campus safety fee, right?

**ED Champagne:**

That's right.

**Director Dang:**

So, okay. And the other one, was that for the opt out process, are you guys any clearer now, on like how the process will work out? Because I know that it was vague but, I mean, I do very much like the survey part of it. You know, ascertaining why they decide to opt out. I just want to know like on your end.

**ED Champagne:**

So, we're still working with our ICT to determine what process ultimately looks like. It is very positively going in the direction that we want it to. In which case you'd be able to go to, I believe it will live inside of Loris, and there will be a section where you will see a tab for all your essential fees, what those are and how much they are. Listed out individually and very transparently. And then your, sorry I'm using different language than what he used, the non-mandatory opt out-able fees will be very similar, the list will look exactly the same. And then you'll click into it, it'll tell you what that fee is and what it's about, you'll have to, if you want to continue to opt out of that, you have to kind of go through a bit of a two or three page process in order to kind of understand what the consequence of opting out of that is, asking if you're sure, that type of stuff. And going through every single one of those fees, one at a time through that process. And you'll have, the student will have from essentially July 1<sup>st</sup> to July 25<sup>th</sup>.

**Director Dang:**

Okay.

**ED Champagne:**

To be able to do that.

**Director Dang:**

So, \*(inaudible)\* of time.

**ED Champagne:**

So, by the time the invoices are generated, in and around August 1<sup>st</sup>, anything you don't want to be a part of will be off your invoice automatically.

**Director Dang:**

But if, I'm just curious, if the student, let's just say like you know, if they didn't bother checking the invoice until once, they get into university. Then they have to pay it, and then they see oh, these are –

**ED Champagne:**

The default for all fees is you're in.

**Director Dang:**

I see.

**ED Champagne:**

You have to, as an undergraduate student if you want to opt out of stuff, you have to participate in the process according to the timelines provided.

**Director Dang**

I see, okay.

**Chair Bourrie:**

Just a point of clarification, you do it per semester, right?

**ED Champagne:**

Yes.

**Chair Bourrie:**

So, you would do one for the fall, winter?

**ED Champagne:**

Every time there's a billing cycle. So, if you're a student that does it three semesters in a row, you'll be charged, and you'll have the opportunity to opt out three times in one calendar year.

**Chair Bourrie:**

So, going off your point Director Dang, how you were talking about like if you're new to university and you're not really sure what's going on, and you do miss that one period, you would still have the option to opt out in the coming periods.

**ED Champagne:**

And to be clear, the university is communicating with current undergraduate and incoming undergraduate students, pretty clearly and effectively, that this is something that they're going to be, like the government has made it pretty clear that this is something they want students to go through. So, were not hiding away from it, we're not tucking it away in the depths of the website. Which if anybody has spent any time on our website, you can definitely bury it somewhere. That's not our intention, we want to be transparent and up front because the whole process, if you want to complain, because it is complaint driven, we will be inspected by the ministry if there is a complaint lodged and they deem it valid. Our goal is to not have anybody complain.

**Director Pereira:**

So, I guess on that note, I've been noticing other university's kind of starting campaigns to encourage students not to opt-out.

**ED Champagne:**

Yup.

**Director Pereira:**

Do we have any plans to do something similar to that, to show the value and why we shouldn't be opting out?

**ED Champagne:**

Yup, the marketing department is in the process of starting a marketing plan. I don't want to go too deep into what they're doing because I don't necessarily want to make promises because I don't know what the final product will look like. But it'll essentially be a Students Union does that type of campaign.

**Director Pereira:**

Okay.

**ED Champagne:**

And I know that other student associations on campus, WLUSP for example. And anybody who's impacted by this sustainability, why can't I think of anything else? Some of these faculty associations, they all have opt out-able fees. So, they all be doing their own kind of marketing campaigns to figure out how to communicate to undergraduate students. But hey, you can opt out but here's why you shouldn't.

**Director Pereira:**

Okay.

**Chair Bourrie:**

So, just before we get to you guys, and this is an awesome chance for us to kind of help out the operations side because although we're board and operations, we're still all kind of working towards the same goal. So, it's a chance for us to really engage with our ownership through our ownership linkage and kind of discuss what the Student's Union really does. So, you will all play integral roles and kind of promoting all the good stuff that our organization does. Director Hamilton, you had your hand up.

**Director Hamilton:**

Yea so, in regard to like the campus clubs fee, if the student chooses to opt out of that, does that change whether they can be involved in campus clubs or whether those campus involvements can add to their academic record, how would that affect it?

**ED Champagne:**

So, logistically were not 100% sure what that process looks like, but campus clubs has been divided up into two different types of things. We have a mandatory fee that were putting for recreation because not everybody participates in recreation, in the gymnasium for example. So, the infrastructure for the club's department is there and will help whatever our campus club's department ends up looking like. The campus clubs fee is literally the fee that will ultimately create the pool that those clubs will kind of have access to do, whatever activities they have. It will more than likely impact whether or not you are able to participate on an executive or president level of that club. But each club will probably have to figure out their own way in working with our club's department on how they want to police people who have or have not payed that fee.

**Director Hamilton:**

And so, going forward with that, will the club presidents or club executives in coordination with the executive, be able to know which of their members have opted out of that fee?

**ED Champagne:**

So, we're not 100% clear on that because there are some privacy issues involved there obviously. So, we are in the process of working with all the privacy people on campus to figure out what information we can actually get access to and give access to those folks.

**Director Hamilton:**

Thank you.

**ED Champagne:**

So, I will follow up with an answer once we get the answer.

**Chair Bourrie:**

Director Dang, do you still have a question?

**Director Dang:**

Sorry, he actually answered the –

**Chair Bourrie:**

Perfect. Vice Chair Hussain.

**Vice Chair Hussain:**

Yes so, my questions about how extensive is like the opt out, can a person working for the Students Union opt out of everything and be part of the Students Union still?

**ED Champagne:**

So, the Students Union fee that has been unpacked was once referred to as the student administrative council fee. So, the student administrative council fee has been broken out into six fees, four of which have been filed under the essential or mandatory category, two of which are in the opt out-able category. So, by default there are four fees that you would have to pay, so you are still going to be a member of the organization.

**Vice Chair Hussain:**

Thank you.

**Chair Bourrie:**

Any other questions before we move on? Okay.

**Director Feisal:**

On a similar note to Director Hamilton's question, for the social programming fee, if a student chooses not to pay, will that have any implications on what activities they can choose to be a part of?

**ED Champagne:**

So, we believe, to use a very simple example of a concert say. We have different tiers of ticket level for concerts, they'll be a, for example, a Laurier ticket price, historically an alumni price, and a guest price. So, more than likely what will happen is that there will be people who have payed that fee will get a price, and probably access to pre-sale and things of that nature. There'll be a non-, for lack of better term, member price so if you've opted out of that fee, we'll know it on the back end through the one card office. Very similar to, I want to say fast pass, but that's not accurate, basically there's a way to kind of work with the one card to have tap access. So, in a similar way we'll be able to do that on the back end through the tickets service and know whether or not you've paid that fee and we'll know whether or not you're eligible for a certain ticket price and then obviously guest policy stays the same. So, it would be a tiered price. If you haven't paid the \$10, or whatever, I think \$10.80 if my memory recalls correctly, your price will be a little bit higher than that of someone who has paid that fee.

**Director Feisal:**

So, before a student opts out on Loris, they will know that if I opt out, I won't get-

**ED Champagne:**

It will be part of the process fee, sorry, it will be part of the process, they'll go through, see what the fee is and what the consequences of not paying that.

**Director Feisal:**

Okay, thank you.

**Chair Bourrie:**

Any other questions before we move on? Perfect. Did you guys want to add in anything else? Are we good?

**ED Champagne:**

I think we're good. From a technical process standpoint, I'm not sure how much is going to change but because of the tight timelines I made reference to, it's entirely possible that what takes place in July, looks a little bit different in November, when the second opt out process starts to take place for winter semester.

**Chair Bourrie:**

Perfect. Thank you.

**Director PRA Muller:**

And then ideally, you'll have some approximation of the opt out number come August when you are approving the budget for the remainder of the operational year. So, you should have, hopefully if everything goes the way we are hoping, you'll have that context to consider when approving the next operating budget.

**Chair Bourrie:**

Director Hamilton.

**Director Hamilton:**

I just have one last question about the social programming fee. How, I guess legally, are we going to be policing this for things like Open Mic or Trivia Nights at Wilf's, like is there going to be somebody there who's tapping a One Card or?

**ED Champagne:**

So, for those types of events that are in the regular programming, we're not going to police that. It's one of the things where we're all still Laurier students, we still want people to kind of participate in that stuff. It's more the special activities that go above and beyond what we do on a weekend to weekend basis.

**Director Hamilton:**

Thank you.

**Chair Bourrie:**

Final call for questions. Yup.

**Director Sharma:**

I guess one question that I had was, putting in the new optional fees and everything, taking that into consideration, would that mean that admin costs increase? Because a lot of, as you said, sustainability and other sectors of the campus will have to focus on marketing and stuff like that, which would also include more money. And as Director Hamilton said, you know policing, what benefits a person of the Students Union gets to enjoy and what he or she doesn't. Would that increase admin costs by a lot?

**ED Champagne:**

If I understand the question correctly, no. The way we've broken the fee out into those six separate fees, there is an overhead component in each one of those which should cover that so it shouldn't increase anything.

**Director Sharma:**

Okay.

**ED Champagne:**

Literally the two, of the six fees that are part of what used to be the student administrative council fee, the two that are opt out-able, there is overhead component in there, but a lot of the overhead is in the protected side to ensure that we have the resources in place to be able to execute. A large percentage of those two fees is the pool of money that those groups will have to be able to use to budget for their activities. So, their activities may have to scale down or scale up, depending on how successful the opt out process is. But ultimately it gives you the pool and then the infrastructure is already in place to be able to divi that up and make sure, to try to minimize the impact on the student's experience.

**Chair Bourrie:**

Vice Chair Hussain.

**Vice Chair Hussain:**

Would this be impacting the orientation week? So, like the Laurier 101 fee?

**ED Champagne:**

So, no. The Laurier 101 fee works pretty closely with the student's affair office and are protecting the orientation transition fee. And what we did for the orientation transition fee, for the things that don't fall under the mandatory

category, we took all the social side of orientation week out of that ticket price and put it in some more administrative overhead stuff that wasn't necessarily being covered by that fee. And the social programming side of it will be of opt in ticket. So, if you're involved in orientation week and there's an event that you don't necessarily want to participate in, you don't have to participate in that, and you don't have to pay for it.

**Vice Chair Hussain:**

Thank you.

**Chair Bourrie:**

Anyone else? Fantastic, we'll move on then. Can I get a motion on the table to approve the governments calendar as presented? Any discussion on the matter? Fantastic, the motion passes with unanimous consent.

**Motion 4** (Hamilton/Alwi): to approve the governments calendar as presented

**Vote:** 10-0-0

**Result:** Motion Pass

**Chair Bourrie:**

Moving on, can I get a motion on the table to approve the board meeting schedule as presented? Would you like to speak to your motions? Any discu-, oh yea, go ahead.

**Director Hamilton:**

Just for discussion, I know that for the July date.

**Chair Bourrie:**

Okay, the 7<sup>th</sup>?

**Director Hamilton:**

The 7<sup>th</sup>, that falls on the weekend, I think when the icebreaker weekend. Is there any conflict with that?

**Devyn:**

No.

**Director Hamilton:**

There's no conflict? Okay.

**Chair Bourrie:**

Perfect. Any other discussion on the matter? The passes with unanimous consent.

**Motion 5** (Thomas/Kelly): to approve the board meeting schedule as presented

**Vote:** 10-0-0

**Result:** Motion Pass

**Chair Bourrie:**

So, we will move on to the committee elections. So, before we dive into it, we have five of them to do. So, my thoughts are, we will go, obviously you have to nominate someone to be on the committee. If we have more people, more people who want to be on it then we have spots, we'll go into an election, each person will have 30 seconds to present to the board why they think they're the best candidate, I will time it, and then will vote by secret ballot, vote by secret ballot for each. Any questions for me? Yup.

**Director Feisal:**

What's the cap on each committee?

**Chair Bourrie:**

Okay, so I was going to go through that per thing but if you want, I can give an overview. Do you guys want an overview now?

**Director Hamilton:**

Yes.

**Chair Bourrie:**

Perfect, so I'll walk you through that. So, for the DIC's it is, it is consisted of myself as well as two directors, whether its Waterloo or Brantford, that doesn't matter. So, that's the same for both DIC committees. Moving on, the Student Life Levy from Waterloo, we have four spots available. Okay? Moving on to the Brantford Student Life Levy, we have three spots available, two of which must be from the Brantford campus. And then moving on to the Multi Campus, there's one Director spot available for Brantford and then one from Waterloo. Any questions? Okay. Sorry? Okay. So, moving on to the committee elections for DIC GP2G, I will open the floor to nominations.

**Director Kelly:**

I'd like to nominate Director Pereira.

**Chair Bourrie:**

Director Pereira, do you stand?

**Director Pereira:**

Yes.

**Chair Bourrie:**

Director Hussain.

**Director Hussain:**

I'd like to nominate Director Dang.

**Chair Bourrie:**

Director Dang do you stand?

**Director Dang:**

Yes, I do.

**Chair Bourrie:**

Are there any other nominations? As there are none, can I get a motion on the table approve the acclamation of Director Pereira and Director Dang to DICGP2G? Any discussion on the matter?

**Motion 6** (Alwi/Borjas): to approve the acclamation of Director Pereira and Director Dang to DICGP2G

**Vote:** 8-0-2

**Result:** Motion Pass

**Chair Bourrie:**

Moving on to the committee elections for GICGP number 2i. Floor is now open for nominations.

**Osman:**

Can I dominate, dominate? *[Laughter]*

**Chair Bourrie:**

Words are hard sometimes; words are hard sometimes. *[Laughter]*

**Osman:**

Can I nominate Vice Chair Hussain?

**Chair Bourrie:**

Vice Chair Hussain, do you stand?

**Vice Chair Hussain:**

I stand.

**Chair Bourrie:**

Are there any other nominations? Director Kelly.

**Director Kelly:**

I'd like to nominate Director Borjas.

**Chair Bourrie:**

Director Borjas, do you stand?

**Director Borjas:**

Yea.

**Chair Bourrie:**

Are there any other nominations? Could I get a motion on the table to approve the acclamation of Vice Chair Hussain and Director Borjas to DICGP2i? Any discussion on the matter?

**Motion 7** (Alwi/Dang): to approve the acclamation of Vice Chair Hussain and Director Borjas to DICGP2i

**Vote:** 8-0-2

**Result:** Motion Pass

**Chair Bourrie:**

Moving on to the elections for the Student Life Levy Committee for Waterloo, the floor is now open for nominations. Vice Chair Hussain.

**Vice Chair Hussain:**

I would like to nominate Director Hamilton.

**Chair Bourrie:**

Director Hamilton, do you stand?

**Director Hamilton:**

I do.

**Chair Bourrie:**

Director Alwi.

**Director Alwi:**

I [*Shakes head*].

**Director Dang:**

I'd like to, I'd like to nominate Director Thomas.

**Chair Bourrie:**

Director Thomas, do you stand?

**Director Thomas:**

I do.

**Chair Bourrie:**

Just a reminder, there are four spots available so there are still two left. Any other nominations? Director Borjas.

**Director Borjas:**

I'd like to nominate Director Chahal.

**Chair Bourrie:**

Director Chahal, do you stand?

**Director Chahal:**

I do.

**Chair Bourrie:**

Are there any other nominations?

**Director Sharma:**

I'd like to nominate Director Dang.

**Chair Bourrie:**

Director Dang, do you stand?

**Director Dang:**

Yes, I do.

**Chair Bourrie:**

Are there any other nominations? That is the four. We are still able to do more nominations if anyone would like. As there are none, can I get a motion on the table to approve the acclamation of Director Hamilton, Director Thomas, Director Chahal, right, and then Director Dang to the Student Life Levy Waterloo Committee? Any discussion on the matter?

**Motion 8** (Alwi/Pereira): to approve the acclamation of Director Hamilton, Director Thomas, Director Chahal and Director Dang to the Student Life Levy Waterloo Committee

**Vote:** 6-0-4

**Result:** Motion Pass

**Director Dang:**

That's was fast.

**Chair Bourrie:**

Moving on to the committee elections for the Brantford Student Life Levy. Just a moment. As a reminder we have three board members available for the Brantford Student Life Levy. Two of which must be from Brantford campus, the other remaining spot is left for a Waterloo Director. So, I will put, or, are there any other nominations?

**Director Alwi:**

I nominate Director Hussain. *[Laughter]*

**Chair Bourrie:**

Are there any other nominations? Director Hamilton.

**Director Hamilton:**

I nominate Director Alwi.

**Chair Bourrie:**

Fantastic. Director Alwi, do you stand?

**Director Alwi:**

Yes Sir.

**Chair Bourrie:**

Are there any other nominations? We need one more. Director Alwi.

**Director Alwi:**

I would like to nominate Director Borjas.

**Chair Bourrie:**

Director Borjas, do you stand?

**Director Borjas:**

Yes.

**Chair Bourrie:**

Are there any other nominations? Could I get a motion on the table to approve the acclamation of Director Hussain, Director Alwi and Director Borjas to the Student Life Levy Brantford? Any discussion on the matter?

**Motion 9** (Pereira/Thomas): to approve the acclamations of Director Hussain, Director Alwi and Director Borjas to the Student Life Levy Brantford

**Vote:** 7-0-3

**Result:** Motion Pass

**Chair Bourrie:**

Moving on to our final committee election which will be the multi campus, Student Life Levy Multi Campus. As a reminder we have one Director available for, from Brantford, and then one spot for our Waterloo Director.

**ED Champagne:**

So, those have to be comprised of the Directors that are on other committees already. They can't be –

**Chair Bourrie:**

So, I discussed with, with Ian before. I didn't see anything in the policy that stated that. My only concern was, in the memo from Dan Roberts, it says that it's a subcommittee, but it doesn't, like is it subcommittee of –

**ED Champagne:**

Comprised of members of the other two committees, yes.

**Chair Bourrie:**

Okay.

**ED Champagne:**

So, it may not be in the agreement, but that's, that's inferred.

**Chair Bourrie:**

Okay, fantastic. So, then, would you like to, would you guys want a recap of the Directors available for nomination for those two spots?

**All:**

Yes, please.

**Chair Bourrie:**

Do you just want to raise your hand if you've been elected to Brantford or Waterloo? Okay, is everyone cool with that? So, I'll open the floor for nominations for the Multi Campus Committee.

**Director Dang:**

And this has only one position?

**Chair Bourrie:**

This is one from Waterloo, and then one from Brantford.

**Director Dang:**

Alright.

**Chair Bourrie:**

Director Hussain.

**Director Hussain:**

I'd like to nominate Director Alwi.

**Chair Bourrie:**

Director Alwi, do you stand?

**Director Alwi:**

Yes.

**Chair Bourrie:**

Any other nominations? We need one Director from Waterloo.

**Director Sharma:**

I'd like to nominate Director Dang.

**Chair Bourrie:**

Director Dang, do you stand?

**Director Dang:**

I do.

**Chair Bourrie:**

Are there any other nominations? Could I have a motion on the table to approve the acclamations, oh, okay. Can I have a motion on the table to approve the acclamations of Director Alwi, and Director Dang to the Student Life Levy Multi Campus Committee.? Any discussion on the matter? Okay.

**Motion 10** (Hussain/Kelly): to approve the acclamations of Director Alwi and Director Dang to the Student Life Levy Multi Campus Committee

**Vote:** 8-0-2

**Result:** Motion Pass

**Chair Bourrie:**

And that is it for our committee elections for today. I will reach out to everyone who has been elected to the committees to kind of discuss what are steps are going forward. I have a few briefing notes I'm able to provide you all with, to give you guys some context of what goes on in those meetings. I had the pleasure of serving on them this past year, so, if you have any additional questions, feel free to reach out to myself, both of our full-time staff, as well as our President also sat on them. So, yea, if you guys have any questions about that, and then those of you elected to the direct inspection committees, I'll be in touch with you about those for electing your chairs and the process for that.

**10. New Business and Announcements**

**Chair Bourrie:**

Okay? Are there any new business and announcements to make? None? Well just for me, congratulations to all of you on finishing meeting. I know at times it can be a little bit nerve racking, but hopefully the training that we did with all of

you kind of helped a little bit. It's going to be a learning process as we go forward, so, feel free to reach out to myself, Phil, Ian, at any time if you guys have any questions that you guys want to know. Our President also sat on the board at some point, so, everyone's kind of here as a resource. If you guys ever need anything, feel free to shoot any of us a message. Phil did you have anything for new business and announcements?

**ED Champagne:**

No.

**Chair Bourrie:**

I'll take that as a no.

**ED Champagne:**

What I'll will say, is, I don't know how tied in you guys are but we lost obviously, our Dean of Students on the Waterloo campus recently. Her service was this past Thursday. You know, to sum it all up, I think in order to best honour her and her legacy here at Laurier, life is chaos, be kind to somebody. Yea, that's it.

**Chair Bourrie:**

And just going off that, especially to those of you elected to the Student Life Levy committees, that was a huge part of what Lean did and serving on those committees with her and hearing her perspective was absolutely amazing. It's kind of cool how whatever discussion we were having, it's a big group of people, so, sometimes you kind of get off track, but she was always great at bringing everyone back to the table and focusing it around the students. So, she did an absolutely fantastic job of dedicating, I think close to 20 years plus, to the students of Laurier, so, we definitely thank her for that.

**11. Adjournment**

**Chair Bourrie:**

With that being said, can I have a motion on the table to adjourn this meeting? Any discussion on the matter? The motion pass with unanimous consent.

**Motion 11** (Alwi/Chahal): to adjourn this meeting

**Vote:** 10-0-0

**Result:** Motion Pass

**Chair Bourrie:**



**Wilfrid Laurier University Students' Union  
Emergency Meeting of the Board of Directors  
Sunday, May 5, 2019: 5PM  
Students' Union Boardroom, 2<sup>nd</sup> Floor FNCC  
Waterloo, Ontario**

That is it for our first meeting. Thank you everyone. *[Applause]*

## **Finance & Administration**

- First round of Summer hiring closed June 3<sup>rd</sup> at 5pm
- Planning hiring dates for the year – set off by elections results so do we have a date for results announcement yet?
- Developing budget proposals for the Student Executive Team and their respective committees for the Fall/Winter periods
- Working on summer training conferences for Coordinators and Orientation Week Volunteers
- Researching new web developer for the hiring.yourstudentsunion.ca domain to have improved support for changes

## **Programming and Services:**

- All committees are in the midst of building budgets, conducting 1on1 with VP, planning their years and building their teams
- - Food Bank: Worked on revamping their parcel packing service to be more effective and efficient. The new packing method will allow for 220 parcels packed/month. The coordinator will be focusing on increased marketing for the service to reach that number monthly. Primary conversations have started in regard to the President's Food Bank Revamp Initiative.
- - Winter Carnival: Working with Full Time Staff to figure out what that programming will look like in the coming year. Is set to move away from the traditional team/competition format.
- - Orientation Week: Busy planning Orientation Week and Orientation Conference along with OPFW with a big emphasis on revamping breaker training.
- - Committees are in the process of being added to the Perch

## **University Affairs**

- Vice President
  - o Sat on hiring presentations for WLU's Senior Advisor: EDI position
    - Attended presentations and student Q&A sessions with other student executives (VP Thames, VP McDowell, AVP Snider, AVP Nip, according to their availability)
  - o Reviewed Brantford UPass contract with President Hakim, ED Champagne, DPRA Muller, DBO Massi, AVP Snider
  - o Attended announcement of federal government's launch of *Dimensions: Equity, Diversity and Inclusion Canada* with Waterloo executive team.
    - Program announced by Minister of Science and Sport, Kirsty Duncan.
  - o Selected new logo for department with AVPs and Director Lacoursiere, Production Manager Strachan-Schultz
  - o Finalizing blog posts for University Affairs department
  - o Attended the Ontario Undergraduate Student Alliance's (OUSA's) Welcome Conference
    - President Hakim invited on first day

- Met with counterparts from schools across Ontario
  - Included sessions on government relations & media training, roundtable discussions with industry stakeholders like the Council of Ontario Universities, Higher Education Quality Council of Ontario, Ontario Confederation of University Faculty Associations, etc.
- Second day for OUSA Steering Committee members (i.e. VPUA and equivalents)
  - Included sessions on policy & research overview, political briefings, and first Steering Committee meeting of the year
  - VP Dunne from Western elected OUSA's President, VP Gerrits from UWaterloo elected VP Finance, VP Porter from Trent-Durham elected VP Human Resources. VP Cruz did not run for election.
- Met with representatives from Elections Canada, GSA, to discuss logistics of federal election voting on-campus. Waiting to hear back from Brantford-Brant elections officer to discuss voting options on Brantford campus.
- Associate Vice President: Brantford
  - Met with Brantford Business Improvement Area committee to discuss economic development in downtown Brantford
  - Filmed video to promote UA volunteer positions
  - Discussed Orientation Week *Mayor's Lunch* with VP Thames, OPF Smyth
  - Took part in Brantford Economic Development Advisory Committee
  - Met with Councillors Weaver, Wall, McCreary to discuss safety in downtown core, parking, relationship between Students' Union and the City
  - Spoke to SRAC Coordinator to discuss plans for the upcoming year
  - Continuing hiring for Outreach Coordinator in Brantford
- Associate Vice President: Waterloo
  - Met with WLU Director of University Community Relations, Shannon Weber to discuss plans for upcoming year, AVP's place on various City committees
  - Assisted student with academic appeal regarding deferred exam
  - Spoke with City of Waterloo Commissioner, Mark Dykstra, and Town & Gown Chair James Craig about composition of committee, future involvement of Students' Union. President from Conestoga Students Inc., Scot Wyles, also present.
  - Reviewed public's comments regarding unsanctioned public gatherings in City of Waterloo
  - Represented Laurier students at City's Unsanctioned Public Gatherings Taskforce meeting at City Hall. Attended with VP Cruz
  - Met with Outreach and SRAC Coordinators to discuss plans for the upcoming year.

## **1. Student Experience**

- a. The Perch
  - i. Have integrated the committee structure into this platform.
  - ii. O-Week will also be using this platform as a scheduling tool.
- b. Orientation Week
  - i. Working on building the O-Week program (DBO, VPPSW, VPPSB)
  - ii. Reviewing survey data from O-Week 2018 to find strengths and identify areas of improvement for future years. (DBO, VPPSW, VPPSB)
- c. Students' Union Competency Model
  - i. Working on the continued development of a competency model for volunteers to help with the facilitation of hiring, training, coaching and performance appraisals (DBO, VPFA)
  - ii. Reviewing survey data to find strengths and identify areas of improvement for future years. (DBO, VPPSW, VPPSB)
- d. Risk Management
  - i. Developing a Risk Management policy for the organization, including a procedures manual and additional training opportunities for volunteers and staff.

## **2. Policy, Research & Advocacy**

- a. Ongoing support for the development of the University Affairs' departments annual strategic initiatives;
- b. Attended public presentations and student consultations with the 3 candidates for Laurier's Senior Advisor: Equity, Diversity, and Inclusion;
- c. Alongside VP: University Affairs, coordinating an ongoing partnership with Elections Canada ahead of the 2019 federal election in October;
- d. Participating in policy and procedures development for Laurier's new smoke-free campus initiative;
- e. Supporting the renewal of the Brantford UPass agreement;
- f. Ongoing analysis and support of changes brought by the Student Choice Initiative, including:
  - i. Implications for clubs and associations;
  - ii. Monitoring the legal action brought by the Canadian Federation of Students and the York Federation of Students.

## **2. Hospitality Services**

- a. In Waterloo for Wilf's we hosted 2 hiring days on May 31<sup>st</sup> and June 1<sup>st</sup>.
  - i. We are hosting drop in hiring again Friday June 14<sup>th</sup> from 10 a.m. to 4 p.m. and Saturday June 15<sup>th</sup> from 11 a.m. till 5 p.m.
- b. Planning for the fall term has started with changes & additions to the menu, team training, marketing/promotions
- c. Summer hours – Monday to Thursday 11 a.m. to 2 p.m.

- d. Grad Week Waterloo
  - i. Monday to Friday 11 a.m. to 3 p.m.
- e. Caterings, special events and pub nights continue to keep the hospitality team busy
- f. Helping Michelle complete the closing of Williams in Brantford
- g. Planning operations for Golden Grounds in Brantford for the fall as well
- h. Helping with catering and events for coordinator conferences, summer conferences for students union volunteers both in Waterloo and Brantford

### 3. Finance and Administration

- a. We have received our final student fees for the Winter term and should receive 90% of our fees for the spring term shortly. We continue to monitor our cash flow over the summer period.
- b. Budget planning and development has begun for the fall winter budget for the 19/20 fiscal year. Multiple scenarios will be built this year for the budget as we consider the potential funding changes that may potentially develop.
- c. Our Auditors will be onsite in early August to complete the audit of our financial results for the 18/19 fiscal year.

### 4. Marketing Communications

#### Laurier 101

- a. **Headstart** – working with Manager, Transition & Learning Services on communication with confirmed incoming class of 2023 about upcoming registration webinars (*May 29 - June 11*) and Headstart dates (*June 27 – July 31*) this summer. Official emails will be coming from the Students' Union email account to keep Laurier 101 cohesive/transition to Orientation Week communication in July/August; introducing incoming students to our social media accounts is a focus this summer especially for communication on Student Choice Initiative (*DSE, DBO*)
- b. Marketing Team is presenting at Coordinator Conference in Waterloo on June 8<sup>th</sup> as a general overview of services within the marketing department and brand marketing. Marketing team will also be presenting at Coordinator Conference August 17<sup>th</sup> in Brantford. (*VP:PSW, VP:PSB, PM, VP:FA*)
- c. **Orientation Week** – Production Manager attended Orientation Week theme meeting on Sunday June 2 in Waterloo; Theme has been chosen and Production Manager is currently working on characters, which will be unveiled during Orientation Conferences in July; official theme release in class of 2023 will take place July 15<sup>th</sup> on Orientation Week website and Students' Union social media; Laurierorientation.com – currently being updated with 2019 content and is scheduled to be fully live in time for first Headstart date (*June 27, Waterloo*) (*VP:PSW, VP: PSB, OPFW, OPFB*)
- d. **Student Choice Initiative** – Marketing department is currently working on promotional materials ahead of Headstart dates/summer resource fairs to raise awareness of the Students' Union and services provided; #SUDoesThat campaign (social media/print) planned for mid June – September to showcase 'wins' of the Students' Union and how integrated the Students' Union is with Laurier life. (i.e. did you know that the Students' Union provides a safe walk home program for students entirely staffed by student volunteers #SUDoesThat) (*DRP, ED, PM*)

### 5. Brantford Operations

- a. Orientation planning is well under way. Focus is on confirming volunteer training components for both summer and fall training programs as well as university partnership meetings to establish and confirm schedule as soon as possible.
- b. Laurier 101:
  - i. Have been confirming details that are being sent out to incoming first year students in an effort to better ID gaps from last year's correspondence etc. (DSE, DMC)
  - ii. Working with University's Transition and Orientation Coordinator to rebuild Student Success Sessions, Academic Information Sessions along with mature learner track for Orientation Week.
- c. Have co-created a 12 week, 6 module Resiliency Program with the Wellness Centre in Brantford geared to help students better understand concepts such as Positive Psychology, Neuroplasticity, Grit, Self-care etc. Plan is to roll out parts of this program through the Student Success sessions during Orientation Week with an effort to build into the Wellness Centre's regularly scheduled programming in the Fall/Winter.
- d. Building a schedule/calendar with all committees in Programming and Services dept. to help identify committee identity and building relationships within the university landscape.
- e. Campus Vibe –Piloting committee uptake for the upcoming academic year on The Perch in effort to centralize, better organize, and support the above point.
- f. Building organization wide Risk Management policies to better prepare all departments in programming, service provision etc. (DSE, DFA, DPR).

## **6. Member Services**

- a. Health and Dental Plan Mid Year review meeting took place last week, planning for 2019-2020 school year underway.
- b. U-Desk Year End reconciliations being completed
- c. Will be renegotiating contract with Imaginus Poster Sale
- d. Continue to work on upgrade to University Tickets – will be ready to launch this summer to early fall
- e. Continuing to monitor and assist with the Administration Assistant portfolio

**\*\*More information related to reports/briefs can be provided at the Board's request\*\***

### **Removal of SLL Summer Session**

It has been recommend that we move ahead without having a summer SLL session. Reasons are as follows:

- It is very difficult to engage student representatives in summer months given how many are not living in the Waterloo area and have work commitments during regular business hours. This makes scheduling the meeting quite challenging. Given that it is the first experience with the SLL, it should be more immersive and happen in person for everyone to get the full experience.
- The SLL has limited funds available to disburse during the summer term because of the minimal enrolment numbers.
- The SLL in Waterloo is still obligated to pay the remaining \$775,000 on the Turret renovation project, which further limits the amount of funds available for disbursement.
- Given the introduction of the Student Choice Initiative, the Development Office requires some time administratively to update the SLL website, call for applications language and the actual application to reflect the changes in granting criteria.
- Dan Robert who has worked on SLL for many years is transitioning out of his role at Laurier and feels it would be best to wait until a new plan for support is in place to ensure a smooth transition.

As a point of information, we did not have a summer session last year either so the precedent has been set.

Directors of the board,

The GP #2i Direct Inspection Committee was struck May 5<sup>th</sup>, 2019 with the mandate to review and assess the efficacy of the Governance Process, and ensure that:

- The evidence presented was appropriate and up to date
- The wording of the policy is sound
- The scope of the organization is captured in the policy

The membership of the committee consists of Chair Bourrie, Vice Chair Hussain, and Director Borjas. The committee has met on one occasion since its establishment, that meeting being on May 14<sup>st</sup>, 2019. The committee had discussions on the following items prior to making their final decision:

- How recently the policy was looked at and revised
- The provided evidence within the most recent monitoring report
- If the wording of the policy was still clear and relevant to the Organization
- If the scope of the organization was captured in the policy.

The committee makes the following recommendations to the board regarding GP #2i:

- **1a** – Determine whether “Students’ Union bylaws, policies, and rules” should be replaced with specific references to policy to avoid ambiguity.
- **7** – Consider reviewing the official Students’ Union elections policy regarding “a *workable mechanism* to identify campaign personnel,” as the committee pointed out a lack of clarity and purpose in the said “mechanism.”
- **8** – Discuss if “behaviour that is unbecoming of the organization” is conduct that should be prohibited during elections, as the committee noted a lack of clarity in the wording.
- **9a** – Amend the policy to ensure that “candidates and party chairs are compensated in a *timely* manner” to avoid any reimbursement issues.

Overall, the committee feels that the scope of the organization is captured within the policy, and that the wording of the policy is sound.

Respectfully submitted,



Feisal Borjas  
Chair of the GP#2i Direct Inspection Committee

WILFRID LAURIER UNIVERSITY  
**STUDENTS'**  
**UNION**

A stylized blue bird logo, possibly a falcon or hawk, is positioned to the right of the word 'UNION'. The bird is facing right and has a sharp, pointed beak. Its wings are spread, and it has a long, thin tail. The entire logo is rendered in a solid blue color.

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Strategic Plan  
2015-2020

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# **Students' Union Board of Directors**

## **2014-2015**

**Matt McLean**, Chair of the Board and CGO

**Colin Aitchison**, Vice Chair of the Board

**Rochelle Adamiak**, Director of the Board

**Davis Bretz**, Director of the Board

**Nicholas De Summa**, Director of the Board

**Spencer Gibara**, Director of the Board

**Keegan Goodman**, Director of the Board

**Sujaay Jagannathan**, Director of the Board

**Christopher Marshall**, Director of the Board

**Shawn Okum**, Director of the Board

**Melody Parton**, Director of the Board

**Salman Rana**, Director of the Board

**Jonathan Ricci**, Director of the Board

**C. Warren Trottier**, Director of the Board

## **Students' Union Strategic Plan Steering Committee**

2014-2015

**Matt McLean**, Chair of the Board and CGO (Committee Chair)

**Colin Aitchison**, Vice Chair of the Board

**Rick Camman**, Vice President: University Affairs

**Phil Champagne**, Executive Director

**Samantha Deeming**, Vice President: Finance and Administration

**Keegan Goodman**, Director of the Board

**Chris Hyde**, Director of Policy, Research and Advocacy

**Sam Lambert**, President and CEO

**Melody Parton**, Director of the Board

**C. Warren Trottier**, Director of the Board

2013-2014

**Jordan Epstein**, Chair of the Board and CGO (Committee Chair)

**Phil Champagne**, Director of Programming and Services

**Annie Constantinescu**, President and CEO

**Stephen Franchetto**, Vice President: University Affairs

**Chris Hyde**, Director of Policy, Research and Advocacy

**Matt McLean**, Director of the Board

**Kate Stevenson**, Vice Chair of the Board

**Seth Warren**, Vice President: Finance and Administration

**Roly Webster**, Executive Director

**Courtney Yole**, Director of the Board

## Mission, Vision, Guiding Principles

**Mission:** Providing the best student experience to our members.

**Vision:** Members are empowered to achieve.

### **Guiding Principles:**

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

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

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

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

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

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

# **1. Customer Experience**

***Students are the membership, ownership and customer base of the Students' Union and it is vital that the organization provide them with the best possible experience. The Students' Union must strive to garner feedback, and use that feedback to continually improve the experience it provides in every different department.***

## **Volunteers/ Retention**

Volunteers are the backbone of the Students' Union. On an annual basis, the Students' Union hires over a thousand volunteers across both the Brantford and Waterloo campuses. Retention efforts within the Students' Union are currently limited and need to be improved going forward.

In the future, the Students' Union will:

- Establish an industry leading volunteer retention rate for all committees by seeking out and using industry best practices.
- Provide a comprehensive outline of expectations and responsibilities of all volunteers.

## **Hiring and Recruitment/Employment**

The Hiring and Recruitment committees aid in the hiring of all volunteer positions and part-time staff. The VP: Finance and Administration aids and facilitates, in conjunction with the Human Resources Generalist, the hiring of all full-time staff. The major hiring periods for volunteers and part-time hospitality staff are fall and spring where most positions open for all undergraduate students.

In the future, the Students' Union will:

- Increase recruitment efforts across the Laurier community to engage students who are not actively involved within the Students' Union.
- Increase volunteer and part-time staff numbers across both the Waterloo and Brantford campuses.
- Continue to be a leader in hiring by evaluating and improving processes to ensure the Students' Union is following best practices.

## **Performance Management**

Performance management is handled jointly between the Human Resources Generalist and VP: Finance and Administration. It is important that Students'

Union staff members are held to a measurable standard, while also being offered the opportunity to continually improve.

In the future, the Students' Union will:

- Become an industry leader in performance management by providing a consistent tool to evaluate all staff and volunteers.
- Evaluate and improve hiring processes in order to ensure best practices are being followed.
- Continue to offer its staff and volunteers the opportunity to improve their performance.

### **Professional Development and Training**

Professional development and training opportunities should be offered to all paid and unpaid staff members so they can better provide for the students of the Laurier community. Professional development and training of staff, paid or unpaid, has faced issues, including budgetary constraints, interest, and a lack of measurable outcomes over the last few years.

In the future, the Students' Union will:

- Provide equitable professional development opportunities to all staff and volunteers within a reasonable financial framework.
- Provide staff with flexible training solutions that fit their individual needs.
- Benchmark against industry leaders to determine best practices and ensure maximum return on investment.

### **Staff Appreciation**

The Students' Union exists to provide the best student experience to its members, the undergraduate students of Wilfrid Laurier University. The Students' Union is committed to identifying efforts that contribute to its goals and actively recognizing the enthusiasm, commitment and expertise of its staff and volunteers.

In the future, the Students' Union will:

- Become an industry leader in appreciating both staff and volunteers by instituting new and exciting ways to recognize commitment and excellence within a reasonable financial framework.

## **Operations**

Operations, in this particular instance, reflect the Students' Union's business offerings to the students. There are 5 in total: Wilf's and the Turret on the Waterloo campus, William's and Golden Grounds on the Brantford campus, and the U-Desk, a multi-campus offering.

In the future, the Students' Union will:

- Continue to offer a fully comprehensive food & beverage portfolio for both take-out and dine-in meal options.
- Continue to evaluate and advocate for the best campus food & beverage offerings of any campus in Canada.
- Strive to improve service, variability of offering and the employee experience year over year.

## **Customer Service**

Customer Service is a broad term that has been habitually redefined by the Students' Union. Through policy, all aspects of the Union are to make an effort to communicate with the membership in order to measure satisfaction levels of customer service. The goal is a top-notch customer service offering, and if that goal is not attained, an operational plan should be made to improve quality.

In the future, the Students' Union will:

- Develop annual plans to solicit feedback from its membership.
- Disseminate the data in a timely fashion and develop an annual operational plan.
- Continue to set the industry standard in communicating with its members in order to achieve a level of excellence in customer service.

## **Orientation Week**

Orientation Week is a flagship program offered by the Students' Union in partnership with the University to welcome the incoming class to Laurier. It acclimates the students to the campus, the community and to their academic environment, therefore preparing them for their new post-secondary life.

In the future the Students' Union will:

- Continue to offer a weeklong program that balances academic and social programming in innovative ways.

- Offer unique and comprehensive opportunities for upper-year, incoming first year and mature students.
- Continue to provide comprehensive information on community programs and services through mediums that best connect with the membership.

### **Programming**

Students' Union Programming is designed to offer unique student driven opportunities to its membership from volunteering, to enjoying a diverse lineup of events that entertain or educate.

In the future, the Students' Union will:

- Continue to develop new, diverse and innovative programming opportunities for its members.
- Continue to seek the most up to date talent in the programming world in order to stay ahead of campus trends.
- Develop into an industry leader by balancing social and educational programming.

### **Services**

Students' Union Services are designed to be student focused and fill gaps in the service offering provided by the institution at large. The focus of these services is simply the wellbeing of Laurier students.

In the future, the Students' Union will:

- Become an industry leader by offering a comprehensive portfolio of essential services to its members.
- Continually reevaluate to minimize redundancies between its offerings and those of the University.

## **2. Communication**

***The Students' Union strives to communicate with all students in its membership, including those who engage outside of its regular networks. The organization strives to be an industry leader in representing and connecting with all students.***

### **Connection with Students**

Connecting with students is important, and can occur through a number of different mediums and methods. It is the role of committees, volunteers and the marketing department to connect directly with the students. This has been an area that the Students' Union has struggled in mastering for decades, and it is vital that efforts are made to expand outreach and connection beyond those students that are already engaged with the organization.

In the future the Students' Union will:

- Actively seek ways to improve its connection with the wider student body, especially those students that don't engage with it on a regular basis.
- Continue to use innovative means to disseminate the ongoing workings of the Students' Union and University.

### **3. Transparency**

***The Students' Union strives to become completely transparent with every dollar of student money that is used in its operations.***

#### **Finances**

The Students' Union finances are examined annually during the budgeting season, and then monitored throughout the year. The organization's ongoing financial security and sustainability depend on the budget leaders operating within the budgets they created. The Students' Union has become much more apt at budgeting according to actuals and projections rather than taking what was presented in prior years as fact.

In the future, the Students' Union will:

- Remain on course to pay back debt in a timely manner.
- Maintain strong and constant cash flows, with very little or no need to utilize the operational line of credit.
- Continue to budget based on actuals and evidence-based projections to avoid overextending the organization.

#### **Resource Management**

Although still in its early stages, the resource management project was put together to provide a better understanding of where the organization's resources are currently allocated, and how they can be shifted to provide a better member experience. Under the leadership of the VP: Finance and Administration, resources will be examined and reallocated according to the needs of the WLU student population and the organization as a whole.

In the future, the Students' Union will:

- Provide historical data on each function within the Students' Union and utilize this within the budget and transition process each year.
- Re-evaluate the way resources are distributed within the Students' Union.

## **4. Advocacy**

***The Students' Union is the leader in support and advocacy for all students by focusing on effective representation for students in areas that affect the accessibility, affordability and quality of their post-secondary education in Ontario.***

### **Affordable Post-Secondary Education**

High costs associated with post-secondary tuition and ancillary fees are making it increasingly difficult for some students to afford their studies at Laurier. Tuition in Ontario is the highest in Canada. Currently, 61% of Laurier students require Ontario Student Assistance Program (OSAP) loans to pursue their post-secondary studies. Additionally, ancillary costs of a university education have been gradually increasing over the last twenty years.

In the future, the Students' Union will advocate for:

- A needs-based approach to financial aid in Ontario, whereby those students in greatest financial need (underrepresented groups, mature students, students from lower economic circumstances, first-generation students, etc.) receive an equitable form of funding for post-secondary education.
- The expansion of the OSAP loan program to all full and part-time students studying in Ontario.
- The reallocation of tuition-tax credits into needs-based financial assistance for students who demonstrate the most need for support.
- Expansion of the 30% off Ontario Tuition Grant to all students.
- An increase of OSAP's Monthly living allowance to be in line of Ontario's "low-income cut off" Threshold.

Additionally the Students' Union will:

- Continue to work through the Non-tuition Fee Protocol Agreement to ensure that no existing or proposed Ancillary fees that are considered prohibited will be levied against Laurier's undergraduate students.
- Will work with our provincial advocacy organization, the Ontario Undergraduate Student Alliance (OUSA), to police and eliminate any illegal university fees being charged to Ontario's post-secondary students.
- Provide the Ministry of Training, Colleges and Universities two formal recommendations per academic year based upon the concerns and needs of our student stemming from their post-secondary experience.

### **A High Quality Educational Experience**

The Students' Union seeks to ensure that Laurier's growing student body receives a high quality educational experience both on and off campus. This experience includes all activities and initiatives related to faculty/instructor teaching quality, high-impact learning experiences, work-integrated learning and academic supports. A high quality educational experience also includes providing a multi-faceted use of cultural, social and recreational student space. Currently, student space on campus is in high demand with many students finding difficulty in locating space to study on campus. Some students may also be unaware or unable to access academic supports outside of the classroom to accommodate their various needs.

In the future, the Students' Union will:

- Advocate for the reutilization of existing University space to increase available study space on campus by 25% over five years.
- Work with the University so as to jointly decide how future buildings or space will be utilized in order to meet the changing needs of students.
- Annually monitor existing student space suffering from deferred maintenance and breakdowns that cause the space to be dangerous or unusable. The Students' Union would lobby the University to have all unusable student spaces repaired within a calendar year.
- Advocate for mandatory training of all Teaching Assistants at Laurier to ensure that TAs are adequately prepared to grade student work and facilitate class discussions.
- Utilize our partners at the Ontario Undergraduate Student Alliance to advocate provincially for the expansion of work-integrated and high impact learning experiences for underrepresented disciplines.
- Push for greater federal-provincial-institutional partnerships concerning deferred maintenance and capital expansion on campus to ensure a proactive approach to campus space becomes standard operating procedure across the country.

### **Working with External Partners:**

The Students' Union works with an extensive network of partners both internal and external to the university. This is done to identify issues affecting the accessibility, affordability, accountability and quality of undergraduate education in Ontario while also developing credible and constructive recommendations to address these challenges. These external partners include,

but are not limited to, the Ontario Undergraduate Student Alliance, University of Waterloo's Federation of Students, the City of Brantford, the City of Waterloo, as well as numerous municipal, provincial and federal partners.

In the future, the Students' Union will:

- Ensure that issues affecting Laurier students continue to drive province-wide policy development. This will be done by authoring two OUSA Policy papers per academic year based upon the needs and experiences of Laurier students in order to maintain the Laurier Students' Union's reputation as a leader in advocating on issues affecting students.
- Be recognized as the thought leader on post-secondary education issues amongst our OUSA partners.
- Communicate the needs of students in both the Cities of Waterloo & Brantford to ensure that the student voice is adequately heard in all areas served by municipal government.
- Meet with each of our campuses respective mayors individually at least three times annually to keep them informed and educated on community issues affecting students.
- Become the national leader in federal advocacy for both aligned and un-aligned student organizations across Canada.
- Discuss national student concerns with Members of Parliament from the Brant and Waterloo regions.
- Utilize City Committees, including the Town & Gown Committee, to regularly address community and Laurier student concerns with university administrators and community partners.
- Create a standing working relationship between the UA department and all educational partners in both municipalities to discuss immediate student concerns and collaborations on mutually beneficial initiatives.
- Meet annually with Members of Provincial Parliament specifically in the Brant, Kitchener-Waterloo, Kitchener-Centre, Kitchener-Conestoga, and Cambridge ridings to discuss ongoing student priorities including post-secondary affordability, community safety and public transportation.

## **5. Representation**

***The Students' Union, through its elected positions, is a leader in representing students and their needs in areas of advocacy, programming and strategy.***

### **Board of Directors**

The Board of Directors is a body comprised of 12 elected students who represent the interests of their peers. The Board determines the strategic direction of the Students' Union, and monitors the performance of the President. It currently meets about twice a month and holds meetings focused on both monitoring and strategy.

In the future, the Students' Union Board of Directors will:

- Continue to have regular generative exercises so that the Board's vision sets the strategic direction for the organization.
- Increase awareness of the opportunities available for students to have access to their student leaders in order to voice their opinions.
- Connect regularly with students in order to make decisions with full knowledge of their priorities and needs.

### **Elections**

The Students' Union elections process facilitates the annual turnover of student leaders within the organization. It occurs at the beginning of each calendar year and is overseen by the Board of Directors and the Chief Governance Officer.

In the future, the Students' Union Board of Directors will:

- Develop an elections marketing strategy that seamlessly integrates other departments of the Students' Union under the leadership of the Board of Directors.
- Increase awareness of and participation within elections processes to increase voter turnout.
- Ensure that all members of the Laurier community have access to the process so that those who hold elected positions can be more reflective of it.
- Evaluate the process in comparison to other schools and past elections in order to optimize participation and execution.

### **Board Training**

To help facilitate the annual turnover of Directors, a rigorous training process is put into place by the Chair and Chair-Elect to ensure preparedness of the incoming Board of Directors.

In the future, the Students' Union Board of Directors will:

- Continue to develop a variety of training sessions focused on themes that are crucial for knowledge of the role. These may include, but are not limited to, organizational history, budgeting, and strategic discussion.
- Continue training throughout the Board's term in office to enhance their professional development.
- Include an element of risk management training to prepare the Board for difficult situations that have the possibility of arising during their term in office.

### **Role of the President and CEO**

The role of the President and CEO is one that has historically varied depending on the personality in the role, and on the projects that come up during their term. It is a role comprised of both political and managerial responsibilities. It is the mandate of the President to advocate, both internally and externally, for an improved student experience for all members.

In the future, the role of the President and CEO will:

- Be recognized by students, volunteers and staff for what it is – the responsibility to manage and sustain a multi-million dollar not-for-profit corporation - and to see the organization and its stakeholders thrive.
- Have a detailed and comprehensive outline of responsibilities, duties and expectations, created in conjunction with the Board of Directors.
- Set goals at the beginning of the term and have those goals monitored and evaluated by the Board of Directors over the course of the year.

### **Management**

The management aspect of the President's role is far and away the most important. With multiple direct reports including the Vice-Presidents and the Executive Director, it is imperative that the President and CEO influence, guide, and empower. Having focused on empowerment, support, social growth,

collaboration and recognition with all student and full-time staff, the Students' Union is currently in a strong position.

In the future, the Students' Union will:

- Consider the multi-campus structure in management, and establish a set of principles to guide full and part-time staff in the management of their teams.
- Establish a consistent and effective way to evaluate performance of direct reports at multiple points in any given year.
- Establish, through skill-based competencies, an effective and up-to-date method of hiring Vice-Presidents, Associate Vice-Presidents and all other positions within the organization.

### **Transition**

An important and often underrated part of the role of the President and CEO is the transition function. It is the duty of the President to ensure that their newly elected successor is as prepared as possible to hit the ground running.. Transition topics range from advocacy and management to self-care and team recognition.

In the future, the Students' Union will:

- Follow a consistent and well thought-out transition template that covers all necessary topics, but leaves room for person-specific discussions.
- Include and engage the full-time staff in the student executive transition process to tap into their knowledge.
- Strive to include the incoming student executive in as many meetings, discussions and decisions as possible before their term begins.