



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

Location: Students' Union Boardroom, Waterloo
Date: May 7, 2016, 12:00 PM

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 and inclusive social interaction
- Products and services that cater to the financial needs of students

Start	Duration	Agenda Item	Type	Presenter
12:00 PM	12:00 PM	Call to Order	adm	Chair DeSumma
12:00 PM	12:01 PM	Adoption of Agenda	D	Chair DeSumma
12:02 PM	12:02 PM	Adoption of Consent Agenda	D	
		Monitoring Reports: BMD#1, #2A, #2B, #2C, #2D1, #2D2, #2D3		
12:01 PM	12:02 PM	Adoption of the Minutes: April 29th, 2016	D	Chair DeSumma
12:02 PM	12:03 PM	Regrets	adm	Chair DeSumma
12:03 PM	12:03 PM	Conflicts of Interest	adm	Chair DeSumma
12:03 PM	12:06PM	Comments from the Chair of the Board & CGO	fi	Chair DeSumma
12:06 PM	12:10 PM	Comments from the President & CEO	fi	President Van Herzele
12:10 PM	12:13 PM	Comments from the Executive Director & COO	fi	ED Champagne
12:13PM	12:18 PM	Items Pulled from the Consent Agenda	D	Chair DeSumma
12:18PM	12:20PM	Policy Change: EL#2e	D	Chair DeSumma
12:20 PM	12:22PM	Policy Change: GP#2h	D	Chair DeSumma
12:22PM	12:24PM	Policy Change: BMD#2d1	D	Chair DeSumma
12:24 PM	12:25 PM	Summer Board Meeting Schedule	D	President Van Herzele
12:22PM	12:25 PM	Monitoring Schedule	D	Chair DeSumma
12:25PM	1:15 PM	Committee Elections: Brantford Student Life Levy Waterloo Student Life Levy	D	Chair DeSumma
1:15PM	1:17PM	New Business & Announcements	fd	Chair DeSumma
1:17PM	2:00PM	In-Camera		Chair DeSumma
2:00PM	2:00PM	Adjournment	adm	Chair DeSumma
Total	2hr00min			

REMINDERS:

- 1) Make sure to keep an eye out for the meeting evaluation form.
- 2) For those of you elected to the SLLs, I will be in touch regarding a training session.
- 3) The next Board Meeting is June 11th at 12:00PM!

LEGEND:

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

Board-Management Delegation #1 “Global Board-Management Delegation”

This interpretations-based monitoring report for Board-Management Delegation Policy #1 “Global Board-Management Delegation” is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of governance direction for the academic year. On behalf of the Board, I certify that the information is developed without prejudice or bias, and **represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.**

Signed,



Nick DeSumma
Chair of the Board and Chief Governance Officer
Wilfrid Laurier University Students' Union

May 7th, 2016

(Board Policy is indicated in bold typeface throughout.)

POLICY STATEMENT BMD#1: The Board will: Hold the President and Chief Executive Officer as their sole official connection to the operational organization, its achievements, and conduct.

CGO INTERPRETATION

I define “President and Chief Executive Officer” as being the highest-ranked person within the organization who has been elected by their peers to serve in that position. I interpret “Board’s sole official connection” as being the only employee responsible to the Board of Directors. Further, I interpret this to mean that the President is the only person within the organization that the Board directly controls. I interpret “operational organization” to mean the aspects of the Students’ Union that pertain to its day-to-day functions and execution of duties. I interpret “achievements” to mean all of the things accomplished by the organization and its staff. I interpret “conduct” to mean the manner in which the organization handles their work and interacts with external and internal partners.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The President & CEO is the only operational staff within the organization to in which the Board gives direction.

Board-Management Delegation #2a "Unity of Control"

This interpretations-based monitoring report for Board-Management Delegation Policy #2a "Unity of Control" is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of governance direction for the academic year. On behalf of the Board, I certify that the information is developed without prejudice or bias, and **represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.**

Signed,



Nick DeSumma
Chair of the Board and Chief Governance Officer
Wilfrid Laurier University Students' Union

May 7th, 2016

(Board Policy is indicated in bold typeface throughout.)

POLICY STATEMENT BMD#2a1: The Board will: Ensure that decisions or instructions of individual Board members, Officers, or Committees are not binding on the president.

CGO INTERPRETATION

I define "decisions or instructions" as meaning directions that are handed down by a specific body or person. I interpret "individual Board members" as being one specific Director who currently sits on the Board of Directors. I interpret "Officers" as the three signing authorities outlined in Article VII of the constitution, including the Chief Governance Officer (CGO), the Chief Executive Officer (CEO), and the Chief Operating Officer (COO), who are each empowered to lead a department within the organization. I interpret "committees" to be bodies within the Board of Directors that are struck to fulfill a specific mandate. I define "binding" as the obligation that the person who receives instruction is required to follow it.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) The only body that assigns instruction to the president is the Board of Directors.

POLICY STATEMENT BMD#2a1a: Unless the Board has specifically authorized such exercise of authority.

CGO INTERPRETATION

I interpret “specifically authorized” as meaning the Board of Directors has given a person or committee to execute a function on its behalf. I interpret “exercise of authority” as meaning that the person or committee has been given power by the Board of Directors to act on its behalf.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) Other than the Board, only those specifically empowered by the Board to do so will give instructions to the President.

POLICY STATEMENT BMD#2a2: The Board will: Remain cognizant of their motions to ensure that they do not take a material amount of staff time or funds, nor are disruptive, unless necessary for the Board to function.

CGO INTERPRETATION

I define “cognizant of their motions” to mean that the Board of Directors will be aware of the decisions that they have made. I interpret “material amount of staff time or funds” to mean a significant portion of staff resources and hours that if absent, could put them at risk of not being able to perform their job-specific duties. I interpret “disruptive” as interrupting duties. I interpret “necessary for the Board to function” as meaning that a directive must be fulfilled in order to ensure effective governance within the organization.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) Board decisions do not unnecessarily detract from the ability of Students' Union employees to perform their job-specific duties.
- 2) Students' Union employees execute all Board decisions that are necessary for it to function.

Board-Management Delegation #2b “Accountability of the President”

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

Signed,



Nick DeSumma
Chair of the Board and Chief Governance Officer
Wilfrid Laurier University Students' Union

May 7th, 2016

(Board Policy is indicated in bold typeface throughout.)

POLICY STATEMENT BMD#2b1: The Board will: Hold the President fully accountable for all organizational operations.

CGO INTERPRETATION

I interpret “hold the President fully accountable” to mean that the Board of Directors will assess the performance of the Students' Union through the President. The Board of Directors is mandated to hold the President solely accountable for the organization. I interpret “organizational operations” to be the day-to-day functions and execution of duties within the Students' Union.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) The Board takes appropriate actions when responding to Presidential performance regarding Students' Union operations.

POLICY STATEMENT BMD#2b2a: The Board will: View Presidential Performance as identical to organizational performance, so that: organizational accomplishment of a reasonable interpretation of Board-stated Ends.

CGO INTERPRETATION

I interpret “Presidential performance” as the execution of the job-specific duties that the President holds. I interpret “identical” to mean that two items are viewed as the exact same. I interpret “organizational performance” to mean the functioning and operations of the Students’ Union as a whole. I interpret “organizational accomplishment” to be the results that come from the work and operations of the Students’ Union and its staff. I define “reasonable interpretation” to mean that an average person with fair judgment could come up with a similar conclusion regarding a specific policy. I interpret “Board-stated Ends” to be the policies that the Board has set out in E#1 to dictate what the Students’ Union needs to aspire to achieve through its functions.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) The Board draws no formal distinction between the performance of the President and the performance of the organization.
- 2) All actions of the Students’ Union are done in accordance to the Ends Policies.

POLICY STATEMENT BMD#2b2b: Avoidance of Board-proscribed means will be viewed as successful President performance.

CGO INTERPRETATION

I define “avoidance of Board-proscribed means” to be compliance with the Executive Limitation (EL) policies. I interpret “successful Presidential performance” to mean that the Students’ Union is in compliance with said policies.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) All Executive Limitation (EL) policies are in compliance.

POLICY STATEMENT BMD#2b3: The Board will: Never give instructions to persons who report directly or indirectly to the President.

CGO INTERPRETATION

I interpret “give instructions” to mean assigning a task or modifying the behavior of a specific person. I interpret “report directly or indirectly” to mean that a person is held accountable for their actions through their superior.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) The Board of Directors gives instructions to no other person than the President, an Officer of the Organization, or governance staff, including but not limited to the CRO, ACRO, HDRO and Board Secretary.

POLICY STATEMENT BMD#2b4: The Board will: Not evaluate, either formally or informally, any staff other than the President.

CGO INTERPRETATION

I interpret “evaluate formally or informally” to mean the assessment of the performance of a Students’ Union employee. I interpret “staff” to be any person who is paid or unpaid within the organization and is expected to perform a function or task.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) The Board evaluates no other employee than the President.

Board-Management Delegation #2c "Delegation to the President"

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

Signed,



Nick DeSumma
Chair of the Board and Chief Governance Officer
Wilfrid Laurier University Students' Union

May 7th, 2016

(Board Policy is indicated in bold typeface throughout.)

POLICY STATEMENT BMD#2c1: The Board will: Develop policies instructing the President to achieve specified results, for specified recipients, at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies. All issues that are not Ends issues as defined here are means issues.

CGO INTERPRETATION

I interpret "develop policies" to mean that the Board will establish and pass motions regarding the future and direction of the Students' Union. I interpret "instructing the President" to mean that Board policies will dictate how the President will perform their duties. I define "specified results, for specified recipients, at a specified cost" to mean that the Board will outline what it expects the President to achieve within a reasonable means. I further interpret 'reasonable' to mean of fair judgment. I interpret "systematically" to mean that Board decisions fall into an outlined plan for a specific purpose. I interpret "Ends policies" to be policies outlining what the Board determines what the Students' Union must work towards in its activities. I interpret "means issues" to be the parameters in which the organization must function in order to achieve the specified Ends.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) The Board will have Ends (E) policies that the President must work towards.
- 2) All policies regarding means exist within the Executive Limitation (EL) policies.

POLICY STATEMENT BMD#2c2: The Board will: Develop policies that limit the latitude that the President may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the Board even if they were to be effective. Policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Limitations policies. The Board will never prescribe organizational means delegated to the President.

CGO INTERPRETATION

I interpret "limit the latitude that the President may exercise" to mean that the Board will specify what the President may not do when exercising their duties. I interpret "organizational means" to be the ways in which the Students' Union accomplishes the Ends set out by the Board. I interpret "delegated to the President" to mean the powers that the President has to execute the duties of that office.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) The Board limits the latitude of the President through Executive Limitations (EL) policies.
- 2) The Board does not outline what the President must do to achieve the Organization's Ends, rather what the President will not do.

POLICY STATEMENT BMD#2c3: The Board will: Acknowledge that below the global level, the aggregate of limitations on any given level may embrace the scope of the foregoing level, but only if justified by the President to the Board's satisfaction.

CGO INTERPRETATION

I interpret "global level" as being the highest level of policies in a Policy Governance structure. I define "aggregate of limitations" as being all policies that follow the global policy.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) Any attempts to embrace the scope of the previous policies will be justified by the President to the Board's satisfaction.

POLICY STATEMENT BMD#2c4: The Board will: Authorize the President to establish all further policies, make all decisions, take all action, establish all practices and develop all activities so long as they use any reasonable interpretation of the Board's Ends and Executive Limitations policies.

CGO INTERPRETATION

I interpret "authorize the President" to mean that the Board of Directors has delegated the President to perform a duty or function. I interpret "all further policies" to mean Students' Union policies that are not established by the Board of Directors. I interpret "reasonable interpretation" to mean that the average person with fair judgment could come up with a similar conclusion regarding a specific policy.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

The Board places no further limitations on the President than what is set out in the Board's Ends and Executive Limitations.

POLICY STATEMENT BMD#2c4a: Such decisions of the President shall have full force and authority as if decided by the Board.

CGO INTERPRETATION

I define "full force and authority" to be the power to make decisions that must be followed within the organization. I interpret "as if decided by the Board" to mean that such decisions carry the same weight, authority and expected compliance as those that are made by the Board of Directors.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) All Presidential decisions outside of Board control will be binding on the Students' Union.

POLICY STATEMENT BMD#2c5: The Board will: Have the authority to change its Ends and Executive Limitations policies.

CGO INTERPRETATION

I define "have the authority" to mean the ability to make decisions at its own accord. I interpret "change" as meaning the Board can modify the policies.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) Only the Board changes its policies.

Board-Management Delegation #2d1 “Monitoring Executive Performance”

This interpretations-based monitoring report for Board-Management Delegation Policy #2d1 “Monitoring Executive Performance” is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of governance direction for the academic year. On behalf of the Board, I certify that the information is developed without prejudice or bias, and **represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.**

Signed,



Nick DeSumma
Chair of the Board and Chief Governance Officer
Wilfrid Laurier University Students' Union

May 7th, 2016

(Board Policy is indicated in bold typeface throughout.)

POLICY STATEMENT BMD#2d1.1: The Board will: Determine the degree to which Board policies are being met through monitoring.

CGO INTERPRETATION

I define “degree to which Board policies are being met” to mean the level of compliance that is demonstrated by the President. I interpret “monitoring” as the action of assessing whether or not Board policies are in compliance.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) All relevant Board policies are monitored throughout the year.

POLICY STATEMENT BMD#2d1.1a: Information that does not do this will not be considered monitoring data.

CGO INTERPRETATION

I interpret “information that does not do this” to be data that does not demonstrate either compliance, or the lack of compliance. I interpret

“monitoring data” to be information that aids in the determination of the degree of compliance.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) All information pertaining to monitoring reports that is presented to the Board is relevant when assessing compliance.

POLICY STATEMENT BMD#2d1.2a: The Board will: Acquire monitoring information by one or more of three methods: by INTERNAL report: in which the President discloses interpretations and compliance information to the Board.

CGO INTERPRETATION

I interpret “monitoring information” to be all relevant data that aids in the determination of compliance. I define “disclosing interpretations” as the President presenting their thoughts on the meaning of the relevant policy. I define “compliance information” to be the President’s determination on whether or not the policy in question is in compliance.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) The Board receives monitoring reports of every Executive Limitation and Ends policy over the course of the year.

POLICY STATEMENT BMD#2d1.2b: The Board will: Acquire monitoring information by one or more of three methods: by EXTERNAL REPORT: in which an external, disinterested 3rd party selected by the Board assesses compliance with the President’s interpretation of Board policies.

CGO INTERPRETATION

I interpret “external, disinterested 3rd party”, as a body that is neither the Board of Directors, the President, any other body within the Students’ Union, or a partner of the Students’ Union. I interpret “assesses compliance” as determining whether or not the President is in compliance with relevant Board policies.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) The Board tasks a third party with assessing Presidential compliance and the information collected is presented to the Board.

POLICY STATEMENT BMD#2d1.2c: The Board will: Acquire monitoring information by one or more of three methods: by DIRECT BOARD INSPECTION: in which a designated Board member or members of the Board assess compliance with the President's interpretation of the appropriate policy criteria.

CGO INTERPRETATION

I define "designated Board member or members of the Board" to mean Directors chosen by the Board as a whole to perform a specific task. I define "assess compliance" as determining whether or not the President is following a specific policy. I interpret "President's interpretation" as the thoughts of the President as to what a specific policy means. I interpret "appropriate policy criteria" as the means that must be met to bring a policy into compliance.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) All Board Direct Inspection committees report to the Board regarding the compliance of the specific policy they were tasked with assessing.

POLICY STATEMENT BMD#2d1.3a: The Board will: judge: the reasonableness of the President's interpretation.

CGO INTERPRETATION

I define "reasonableness of the President's interpretation" as meaning the conclusion made by the President could be derived from a reasonable, unaffiliated person.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) The Board approves all Presidential interpretations in monitoring reports that are deemed reasonable.

POLICY STATEMENT BMD#2d1.3b: The Board will: judge: whether data demonstrates accomplishment of the interpretation.

CGO INTERPRETATION

I define "data" as being all evidence that is given to the Board by the President for a specific monitoring report. I interpret "demonstrates accomplishment of

the interpretation” as meaning the evidence provided by the President supports the interpretation provided by the President.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) All evidence for a monitoring report presented to the Board directly relates to the Presidential Interpretation.

POLICY STATEMENT BMD#2d1.4: The Board will: accept any reasonable President interpretation of the Board policy being monitored as the standard for compliance.

CGO INTERPRETATION

I define “reasonable President interpretation” as meaning a definition given by the President for a specific policy that is deemed reasonable by the Board. Further, I interpret “reasonable” to be of fair judgment by any average and unaffiliated persons. I interpret “standard for compliance” to mean that a successful demonstration of the President’s interpretation means that the policy in question is in compliance.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) The Board accepts all reasonable Presidential interpretations as the standard for compliance.

POLICY STATEMENT BMD#2d1.4a: The Board is the final arbiter of reasonableness, but will always judge with a “reasonable person” test rather than with interpretations favoured by Board members or by the Board as a whole.

CGO INTERPRETATION

I define “final arbiter of reasonableness” to mean that the Board determines how reasonable a Presidential interpretation is, and their decision is the final say. I interpret “reasonable person test” to mean that the average person with fair judgment could come up with the same interpretation as the President. I define “favoured by Board Members or by the Board as a whole” as a differing interpretation that is preferable to one or more Directors than the one that is presented.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) The Board determines the reasonableness of all interpretations.
- 2) The Board only rejects Presidential interpretations if a reasonable person could not come up with the same, or similar interpretation.

POLICY STATEMENT BMD#2d1.5: Monitoring information will be presented from all campuses in which the Union operates if there are discrepancies in compliance.

CGO INTERPRETATION

I interpret “monitoring information” as all related evidence that is provided to the Board of Directors to assess compliance of a specific policy. I define “all campuses in which the Union operates” as being any location where the Students’ Union houses offices, and exists to serve the needs of undergraduate students. I interpret “discrepancies in compliance” to mean that it is unclear if a policy is being followed across all campuses where the Union operates.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) Evidence from both campuses is included in monitoring reports, when applicable.

POLICY STATEMENT BMD#2d1.6: All policies that instruct the President will be monitored at a frequency and by a method chosen by the Board. The Board can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule as follows.

CGO INTERPRETATION

I define “all policies that instruct the President” to be the Board’s Executive Limitations (EL) and Ends (E) policies. I interpret “frequency and method chosen by the Board” to be the Board’s accepted monitoring schedule that is presented at the start of the fiscal year by the CGO. I define “routine schedule” as the one that is set out in policy.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) The Board accepts and follows a monitoring schedule for the year.

Board-Management Delegation #2d2 “Monitoring Executive Performance – Performance Feedback”

This interpretations-based monitoring report for Board-Management Delegation Policy #2d2 “Monitoring Executive Performance – Performance Feedback” is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of governance direction for the academic year. On behalf of the Board, I certify that the information is developed without prejudice or bias, and **represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.**

Signed,



Nick DeSumma
Chair of the Board and Chief Governance Officer
Wilfrid Laurier University Students' Union

May 7th, 2016

(Board Policy is indicated in bold typeface throughout.)

POLICY STATEMENT BMD#2d2.1: The Board will: provide the President with a confidential mid-year performance review and discussion during the 1st week of November.

CGO INTERPRETATION

I define “confidential mid-year performance review and discussion” to mean that the Board assesses the performance of the President in-camera. I further interpret this to mean that the information collected from individual Board members is shared with the President in writing.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) The Board completes a mid-year performance review during the 1st week of November and the information collected is shared with the President through a written report, provided by the CGO.

POLICY STATEMENT BMD#2d2.1a: The Board Chair will provide performance feedback on behalf of the Board of Directors and the meeting will be facilitated by the Executive Director.

CGO INTERPRETATION

I interpret “performance feedback” to be the information collected from Directors of the Board regarding Presidential performance. I interpret “on behalf” to mean that the Chair of the Board is specially empowered to speak for the Board as a whole.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) The performance feedback meeting takes place with the President and the Chair of the Board, and the Executive Director facilitates the meeting.

POLICY STATEMENT BMD#2d2.2: The Board will: provide the President with a confidential review of performance during the last week of March.

CGO INTERPRETATION

I interpret “confidential review of performance” to mean that the Board assesses the performance of the President in-camera. I further interpret this to mean that the information collected from individual Board members is shared with the President.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) The Board completes a performance review during the last week of March, and the information is shared with the President accordingly.

POLICY STATEMENT BMD#2d2.2a: The Board Chair will provide performance feedback on behalf of the Board of Directors and the meeting will be facilitated by the Executive Director.

CGO INTERPRETATION

I define “performance feedback” to be the information collected from Directors of the Board regarding Presidential performance. I interpret “on behalf” to mean that the Chair of the Board is specially empowered to speak for the Board of Directors as a whole.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) The performance feedback meeting takes place with the President and the Chair of the Board, and is facilitated by the Executive Director.

POLICY STATEMENT BMD#2d2.3: The Board will: ensure that the president responds in writing to the mid-year review within fourteen (14) days of completing the performance discussion.

CGO INTERPRETATION

I interpret “responds in writing” to mean that the President submits a formal response to the Board. I interpret “performance discussion” to be the meeting held between the Chair of the Board, President and Executive Director regarding the performance review of the President completed by the Board.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) The president responds in writing to the mid-year review within fourteen (14) days of completing the performance discussion

Board-Management Delegation #2d3 “Monitoring Executive Performance – Performance Management”

This interpretations-based monitoring report for Board-Management Delegation Policy #2d3 “Monitoring Executive Performance – Performance Management” is presented in accordance with the monitoring schedule to provide the Board of Directors with an understanding of governance direction for the academic year. On behalf of the Board, I certify that the information is developed without prejudice or bias, and **represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.**

Signed,



Nick DeSumma
Chair of the Board and Chief Governance Officer
Wilfrid Laurier University Students' Union

May 7th, 2016

(Board Policy is indicated in bold typeface throughout.)

POLICY STATEMENT BMD#2d3.1: The Board will: provide the President with Verbal or Written Notification of performance concerns, given a *simple majority* (more than 50%) vote of the Board.

CGO INTERPRETATION

I interpret “performance concerns” to mean reservations held by the Board of Directors regarding the execution of duties by the office of the President.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) If needed, any performance concerns held by a majority of the Board will be provided, either verbally or in writing, to the President.

POLICY STATEMENT BMD#2d3.2: The Board will: provide the President with Written Notification of one (1) to five (5) days suspension, with or without pay, in consultation with the Union’s solicitor, given a *special majority* (2/3) vote of the Board.

CGO INTERPRETATION

I interpret "the Union's solicitor" to mean the legal counsel for the Students' Union.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) If needed, there is consultation with the Union's solicitor.
- 2) If needed, there is a special majority of the Board voting in favour of suspending the President.
- 3) If needed, notification of suspension from the Office of the President will be provided in written form.

POLICY STATEMENT BMD#2d3.3: The Board will: provide the President with Written Notification of Termination from the Office of President in consultation with the Union's solicitor, given a special majority (2/3) vote of the Board, and written confirmation from the Union's solicitor that ground for termination exist.

CGO INTERPRETATION

I define "Termination from the Office of President" to mean that the services of the President and CEO are no longer required of the organization as determined by the Board of Directors. I interpret "consultation with the Union's solicitor" to mean that the Board will seek advice from its legal counsel upon making a decision of this nature. I interpret "grounds for termination" to mean that there is/are legitimate reasoning for the President to be terminated from their office.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

- 1) If needed, there is consultation with the Union's solicitor.
- 2) If needed, there is a special majority of the Board voting in favour of terminating the President.
- 3) If needed, notification of Termination from the Office of President will be provided in written form.

Present: **Colin Aitchison, Kanwar Brar, Matt De Summa, Nick De Summa, Ryley Fletcher, Sujaay Jagannathan, Jonathan Ricci, Derek Worden, Olivia Matthews, Shannon Kelly**

Regrets: **Giovanni Giuga, Abdiasis Issa, Andrew Harris, Melody Parton**

Guests: **Kaiflin Brown, Chris Hyde, Kim Hutchings, Carina Gerlings, Tyler Van Herzele, Marley Wildish, Kelsey Jenkins, Kevin Jang, Chris Turner, Petek Yurt, Nick Molkoski, Stephanie Bellotto, Faraz Ifekharuddin, Anthony Zambito, Megan Lacourseire, Anthony Massi, Deb Lam, Emily Loewen, Phil Marfisi, Hubert Lee, Jason Verhoeve, Jeyas Balaskanthan, Bethany Bowles, Emilia Curcic**

1. Call to Order

The meeting was called to order at 3:35 pm on Friday April 29th, 2015.

2. Adoption of Agenda

Motion 1 (M. DeSumma/Ricci): Motion to adopt the agenda as (presented/amended).

Vote: 7-0-0

Result: Motion Passes Unanimously

Chair Aitchison

Before the ends I would like to add in a one-time payment towards the loans. After the BMDs, I would like to add Olivia's strategic evidence as well as the governance committees final report.

3. Adoption of Minutes

Motion 2 (Worden/N.DeSumma): Motion to adopt the April 6th meetings (presented/amended).

Vote: 7-0-0

Result: Motion Passes Unanimously

Director DeSumma

The guest list is not present.

4. Regrets and Absences

Director Harris had to work

Director Parton had a family issue

Director Giuga prior commitments in Toronto

Director Issa prior commitments in Toronto

5. Conflict of Interest

Chair Aitchison had a part in making the operating budget

Director Fletcher had a part in making operating budget

Vice Chair DeSumma made the governance budget

6. Comments from the Chair of the Board & Chief Governance Officer

Chair Aitchison

Thank you for a great year, it has been fun. I don't have many updates, I have been transitioning Nick. Feel free to reach out if you need a reference. To the full time staff and management team, thanks for a great year.

7. Comments from the President & Chief Executive Officer

President Matthews

We were not able to sign Operating Procedures Agreement, Tyler and Nick will be signing it as they enter into their term as well as the food services agreement. We just finished a transition week with the incoming management team which was very successful. We are very excited for the new team and board. I am excited to watch from the sidelines and read in The Cord what is going on so keep me updated. Thank you so much to your dedication to the Students' Union. A lot of you have not just been dedicated this year, you have been dedicated your whole university careers and we could not do it without you. Thank you for representing students at this table and thank you for doing it with poise and grace and also telling me to follow Robert's Rules when I needed to. Thank you so much for a wonderful year. Good luck approving this budget, here are my fingers crossed that it gets approved.

Director Brar

For the OPA do we have a timeline on when that will be signed?

President Matthews

Hopefully over the summer.

8. Comments from the Executive Director & Chief Operating Officer

ED Champagne

It has been a very good year, a challenging year and an interesting one as they all should be. Thank you for putting in time and effort to all of the people around this table, those who are not here and those who will sit around this table. I look forward to the year ahead.

President Elect Van Herzele

This has been an interesting week. I would like to thank the outgoing team. I look forward to approving the budget and moving forward to next year.

9. One time payment

DFA Turner

Each year around this time I take a look at how much money is in the bank to see if there is enough cash flow for the summer when it is at its lowest, if there is any cash available then the university is open to us making special one time debt payment. Over the past four years will these special payments we have paid down \$230 000 on this loan, which is above and beyond our monthly payments. On this particular loan we paid \$15 000 every month as a regular ongoing payment. It started in 2013 and was expected to take us 15 years to pay off. Because of the one time payments we have made on it so far, we will have the loan paid off in March of 2026. By making my recommendation today, it is to pay another \$35 000 against that loan. By making that payment, it will reduce the overall length of the loan. It also reduces the interest

that we would pay over that period. If we continue to make these and are disciplined, we could shave upwards to 2 years off of the time that it takes to pay the debt. You will see in the budget how handcuffed we are by interest which is money that could go to operations, instead of paying down debt. The debt we are paying down is good debt because it has gone towards great initiatives, but having said that we are still using a lot of money towards debt. If it is approved I will cut a check and bring it to the finance department.

Motion 3 (Worden/Fletcher): Motion to approve a one time payment of \$35 000 towards Students' Union's Loan to Wilfrid Laurier University.

Vote: 7-0-0

Result: Motion Passes Unanimously

Director Brar

What is the interest rate right now?

DFA Turner

It is really good. It is about 1.15% it used to be 1.3%.

Director Jagannathan

Will the interest rate change after we make this one time payment?

DFA Turner

We are locked in at a 1.15% for a 5 year term.

10. 2016/2017 Ends Interpretation

Motion 4 (M. DeSumma/Worden): Motion to accept the 2016/17 Ends Interpretation as presented.

Vote: 7-0-0

Result: Motion Passes Unanimously

11. Approval of Items Over \$10 000

Motion 5 (M. DeSumma/Ricci): Motion to adopt the approve the items over \$10 000 as presented.

Vote: 6-0-1

Result: Motion Passes Unanimously

Director Brar

One of the lines for University Affairs by the OUSA fee, it says that it was a first payment. I am just wondering if there will be subsequent payments after that?

Marley Wildish

Only a first time payment, because the second it under \$10 000.

Director Jagannathan

The first item is the VP clubs and associations is special funding; could you explain what that is?

President Elect Van Herzele

Clubs can apply for this fund which is one of the reasons it's special funding.

12. 2016/17 Operating Budget

Motion 6 (Worden/Ricci): **Motion to adopt the operating budget for the 2016/2017 fiscal year as presented.**

Vote: 6-0-1

Result: Motion Passes

Director Brar

For U Desk Waterloo under expenses there is a significant increase from the previous year?

President Elect Van Herzele

That was changes from actual from our poster sales.

Director DeSumma

The U Desk for Brantford is supposed to make less revenue than last year. What reasons can you give for that projection to be lower?

President Elect Van Herzele

That reflects the poster sale as well.

Director Brar

For programming and services Waterloo, I have two questions. There is a significant decrease from the past year. Where are we losing revenue in that aspect?

President Elect Van Herzele

That is a better representation of all the events. We took into account that was not a realistic outcome for those events.

Director Jagannathan

Under programming and services Waterloo, under winter carnival can you speak to the 6000 decrease in revenue.

President Elect Van Herzele

We are basing that on the actual, we had less participation last year.

Director Worden

Under programming and services Waterloo, under orientation we I noticed that you took out the concert and put it under another line. Does the expense budget reflect a similar portion to last year?

Marley Wildish

With the O-Week concert this year, we want to open it to the whole school. This means that the projected revenues will be higher because we are opening it up to all students.

Director DeSumma

In terms of the essential services fee is there a certain lay down or do you just plan by year?

President Elect Van Herzele

There is a fee summary.

Director DeSumma

I was wondering if the fee is broken down further, so for instance if foodbank gets more money than foot patrol?

Chair Aitchison

The referenda is used to fund it. The idea of the referenda was to take the costs from our budget and fund it from there. The point of the fee is to offset the costs so the fee would have previously been done.

Director Brar

For programming and services, the revenues are higher than expenses and it is shown as a deficit.

Director Jagannathan

Since the essential services will be on top of the Students' Union fee, will we decrease the students' union fee?

President Elect Van Herzele

I do not believe so.

President Matthews

We put it in place because we were not in a financial state to have this money for essential services. The point was to add to our budget it, not stay the same. We have broken it out which protects it from any cuts. We know that we consistently make cuts to each budget so we did need the money

Vice Chair DeSumma

Why has first year integration doubled their budget for programming and services Brantford?

President Elect Van Herzele

The money was there, and we felt that it was best utilized there.

Director Ricci

Under the first page could you speak to ITS?

President Elect Van Herzele

ITS was upgraded this past year, so it is just those services.

Vice Chair DeSumma

Under Programming and Services Brantford, I noticed that there was \$1100 under Laurier students for literacy which went to zero this year.

President Elect Van Herzele

It has club status so we removed it as a committee.

Director Brar

For budget summary by category, I was just wondering what other fees are allocated to?

Marley Wildish

Other fees would speak to the decrease in number of Brantford students and the decrease in O-Week registration fees.

Director Jagannathan

Under food bank there was a lot of demand for food parcels this past year. How can we accommodate this with less money budgeted?

President Elect Van Herzele

The essential services fee will help out as well. It was cut from actuals from last year. We are taking a look at that effect. This is reflective on last year.

Director Ricci

Regarding SRAC I see an increase in \$260 for expenses, why is that?

President Elect Van Herzele

It reflects the zap banner that will be reflected.

Director Jagannathan

You project the turret will lose money and Wilf's will double it profits. How did you come up with that?

DHS Balaskanthan

Sales have gone up, that will reflect the increase. This is based off projection.

Director Brar

For \$17000 for the audit, does that just go to KPMG or other stuff too?

President Elect Van Herzele

That goes to KPMG.

Director Jagannathan

Under other fees, I notice that under Aramark we project that there will be an increase of revenue from \$470 000 to \$499 000, could you speak to this?

DFA Turner

Five years ago we put together an agreement with Aramark with the fees that we would receive. We are in year five right now so that was pulled right from the contract.

Director Brar

Under members and and alliances, does that include our OUSA membership or if there are other memberships?

President Elect Van Herzele

It is comprised of small increases in those fees across the board based on the number of students. OUSA fees are included.

Director Jagannathan

Under budget summary by category expenses I noticed there is a \$26 000 increase in bank charges. I also notices there is a comparable increase in capital purchase and customers service.

President Elect Van Herzele

That was an interest in the payroll costs and credit card fees. Wilf's increases in capital services each year. It is through the accurate budgeting of weekly services and what we will have to take to accommodate them.

Director Brar

For essential services fees summary for Waterloo for revenue there is a negative \$0.39, I just wanted to know how the numbers come to those sales.

President Elect Van Herzele

You will see the SU operating budget and how there are different totals. That's used to show a balance between the two. Used to show a balance between the two. It is also used to show that there is equity between the two. Both campuses will have these services in these amounts, just because the Brantford campus has less people paying into these amounts.

Director Jagannathan

The budget summary by end, looking at expected revenue. we expect increases through end 2 and 4, is there something in particular that we are doing differently related to these ends?

President Elect Van Herzele

End two is based on actuals from our shine donations including our marketing as well. And then four is our actuals from the turret.

Director Brar

For the ends, there is a portion on the unassignable one, I am curious to know why that is?

President Elect Van Herzele

The unassignable is going toward the FNCC fee, Brantford dining hall fee and other applicable fees. On the expense side there are utilities and salaries overhead and maintenance and costs.

Director Jagannathan

Could you speak about the increases in expenditure for end 1 and 3?

President Elect Van Herzele

We have centralized the travel budget under my budget so that will fall under end one so it is just shifting that over.

Director Brar

For budget summary by category, what does Miscellaneous entail?

DFA Turner

The biggest component of that is hospitality services all the paper goods and small wear and minor equipment's.

Director Brar

For conferences and meetings what specific meetings are those?

President Elect Van Herzele

It also has to do with training for staff as well.

Vice Chair DeSumma

Under budget summary by category, what would honorarium cover?

Marley Wildish

It includes board secretary and the chair and some other important roles.

Chair Aitchison

This will be reflected in the governance budget, but it is reflected in the total because it does cost the Union money to operate.

Director Jagannathan

There is an increase in utilities, why is it projected like this?

President Elect Van Herzele

The billing from the university has increased.

Motion 7 (Fletcher/Worden): Motion to replace Chair Aitchison with Vice Chair DeSumma

Vote: 6-0-1

Result: Motion Passes

13. 2016/17 Operating budget

Motion 8 (Ricci/M.DeSumma): Motion to approve the governance and elections budget as presented.

Vote: 7-0-0

Result: Motion Passes Unanimously

Director Brar

For CGO Honorarium, I see it increased, was this for CPI and inflation?

Vice Chair DeSumma

Yes.

Director DeSumma

Could you explain the change for the CGO CPP as well as the decrease in the benefits for the ACRO?

DFA Turner

It is a better reflection of the actual that was incurred. Last years budget was probably set too high and this is probably a correction.

Director Brar

In the regards to CGO travel to Waterloo since that was not aligned this year, I would like to know your justification for this amount.

Vice Chair DeSumma

I looked over the calendar and most of this position operates in Waterloo. I found 50 days I would need to be in Waterloo. 20 of those days are board meetings. Also it covers the 8 election days, 7 transition days, 3 Waterloo SLL days and 12 flex days as needed. With that said, I may not need to spend all this money and I hope that I don't. It is more because this has never been done before and we are just seeing where this goes.

Director Brar

Based on the governance committee's recommendation of only having one meeting a month, will this go down?

Vice Chair DeSumma

The money may not need to be spent so it will go back.

Director Jagannathan

What is the CGO elect honorarium for?

Vice Chair DeSumma

That is the honorarium for who is elected CGO, that is the money they make for their transition time.

Director DeSumma

In the travel budget you mentioned that this incorporates travel to board meetings, what will this mean for the Brantford Director, myself, to carpool with you. What is the expense for Brantford Directors?

Vice Chair DeSumma

That would be the case that one of us could not make the meeting. The money does not need to be spent.

Anthony Zambito

In regards to the food services, the board is spending \$1300. Could the board justify the expenses?

Vice Chair DeSumma

There are snacks and refreshments at meetings.

Anthony Zambito

Some hospitality and food service workers don't get paid as they work, can you speak to that?

Chair Aitchison

Just speaking from experience, the snacks and refreshments that are at board meetings are for gallery meetings such as yourself, and for people who come to the meetings, board members are very unique as they do not get a lot of appreciation as a volunteer because they come to board meetings. It is our way in appreciating them for having a legal responsibility and for volunteering. As for food services all of our food services employees get paid as they work, so it may be a university one, but that is not the students' union so we would not reflect that in our budget.

Director Ricci

Under travel, have you taken into consideration conferencing?

Vice Chair DeSumma

Yes. In some cases, it is better for me to be there in person especially with a large number of board members in Waterloo.

Anthony Zambito

Do you think it would be more responsible for board members to take turns in providing refreshments?

President Matthews

We do have an appreciation line for non board members, we do a lot a specific amount of money per volunteer in terms of appreciation. For the board, this is their allocation of food. I am highly uncomfortable with volunteers paying for the snacks to be provided. If you are

concerned with some people not getting paid from food services you are welcome to approach me after this meeting.

Vice Chair DeSumma

The refreshments we provide are from William's which is part of Students' Union so the money is going back to the Union.

Motion 9 (Worden/Fletcher): **Motion replace Vice Chair DeSumma with Chair Aitchison**

Vote: 6-0-1

Result: Motion Passes

14. End of the year board management delegations monitoring report

Motion 10 (M. DeSumma/Jagannathan): **Motion to adopt the board management delegation reports as presented.**

Vote: 7-0-0

Result: Motion Passes Unanimously

Director Jagannathan

Under BMD#2d3 under compliance there is a word missing.

Director Brar

On page 41, for 2d#12b, for the external reports for monitoring, it states that compliance will be demonstrated when a third party assesses the president I am curious to know if will KPMG fall under this?

Chair Aitchison

We only have one external report for this, so when the auditors provide the financial statements. At the beginning of the year when you approve the monitoring schedule, it stated what each monitoring report would be, and for the the finance monitoring, it was when KPMG presented reports as a disinterested third party.

Anthony Zambito

For 2#e1, 2a-2c, it does not take into account to how the board will guide the VPs and he stakeholders.

Chair Aitchison

Policy Governance is not prescriptive; we do not tell people how to do their jobs. We tell them what they have to do and what they cannot do.

15. Strategic Plan Evidence

Motion 11 (M. DeSumma/Fletcher): **Motion to approve the 2016/17 strategic plan evidence as suggested.**

Vote: 7-0-0

Result: Motion Passes Unanimously

Director Jagannathan

I would like to commend everyone for taking the effort to do this. I like how individual groups within the union are able to follow the plan. I think in the future it would be beneficial to have strategic items that apply to services, programming and advocacy groups just so irrelevant items are not included.

President Matthews

Thank you for taking the time to read that. This was our first time collecting that data. I know that it may have been difficult to scan through. We would like to thank our coordinators for their help with this. There will be a better way to do this, Tyler and I have talked about it.

Director DeSumma

On page 7, under supplementary evidence, what does "everything" entail?

President Matthews

They wrote quite a few pages, so I just wrote back to everything because it relates to those pages. We for instance do customer service, advocacy and other things. In the future we will ask them to be more formal in their documenting.

Chair Aitchison

This will be uploaded in the final agenda package on Monday. Thank you for all the help on the management side for accomplishing the strategic plan, you have done a lot. It is great to see it being followed. In the past we used to write the strategic plan and expect it do get done.

16. Governance Model Review

Motion 12 (Ricci/Worden): Motion to adopt the final report for the governance model review committee as presented.

Vote:7-0-0

Result: Motion Passes Unanimously

Chair Aitchison

We did a lot of reading up on this. I did not feel like you wanted to read three pages on it, so this is a brief summary.

Director DeSumma

I am curious as to why we need to reduce the number of meetings?

Chair Aitchison

We meet more than any board of directors that we found. We felt that reducing this was a better practice. In this case you can have longer meetings and get more out of it. We felt that it would be a better recommendation. Tyler can balance his time better going forward instead of traveling and coming to two 40 minute meetings. This will be up to next year's board.

Director Brar

When you said you assessed other models what were they?

Chair Aitchison

We did a provincial scan. The last scan was done in 2012/13. We used a similar size union, so Algonquin, who also uses policy governance, he also used UW down the street. It was basically kept to Ontario as it varies from province to province the most comparable were in Ontario.

Director Jagannathan

What is the point of doing BDMs at the end of the meetings?

Chair Aitchison

You would still have informal monitoring. However, at the end of the year we never looked to see if the board followed the board management delegations. I am recommending that Nick modifies this in the future to show that it was followed. The board can see whether both sides of board and managements are following the delegations and how we can improve on that going forward. You can tell more at the end of the year.

Director Jagannathan

I feel that this would be better in the middle of the year, so there is a chance of improving that year.

Chair Aitchison

That is a suggestion for Vice Chair DeSumma. I did not want to increase Vice Chair DeSumma's work significantly, I feel like stuff like that should be a gradual progression.

Anthony Zambito

Did the governance review committee take feedback from the stakeholders?

Chair Aitchison

No because most stakeholders know nothing about governance models. Normally you need expert opinions. We got Chris Hyde who sat on numerous board's as part of our full time support staff which brought a lot of feedback. Even if I were to go to members of the management team right now, so if I went up to Joanna and asked her about policy governance, she along with many other people would not know exactly what this is. That is where discussion started and went on this route.

President Matthews

As we are elected members, stakeholders are taken into account. We do what is in the best interest of students. This includes discussion on our stake holders and this includes stakeholder discussion and I think that it was taken into consideration in this report as I sat on the committee as well.

Chair Aitchison

We talked about how this would affect students. We talked about access for students. These are just recommendations.

President Matthews

It sounds like reducing meetings sounds less accessible, however this is covering an engagement issue. If we had fewer meetings, we feel that we will have more turnout. Whether that is in a report similar to this one, we think there could be done more outside of the board table if we did not meet as frequently which I think would help a lot with stakeholder consultation and engagement.

Director Ricci

I want to thank you for this final report, I fully support this.

Director Brar

Two meetings ago we tabled the policy change for quarterly updates. What happened with that?

Chair Aitchison

Because I wasn't there for that, I keep forgetting it was tabled. Nick and Director Worden already told me about this. It will be tabled until the next meeting.

17. New Business and Announcements

President Matthews

Good luck to the incoming team and good luck with your lives.

President Elect Van Herzele

Thank you to the current team for a great year. I think the incoming team is coming into a good place because of all of your hard work. I am really looking forward to this coming year.

Director Brar

Happy Birthday Deb.

Chair Aitchison

Thank you for the opportunity to serve as you chair. I really enjoyed the experience, I know you will too Nick. For those of you moving away from Laurier, best of luck in your future endeavours. For those of you still around don't be afraid to come and say hi. I am still here.

18. Incamera

Motion 13 (Worden/Jagannathan): **Motion to enter incamera with Board Secretary Kelly.**

Vote: 6-0-1

Result: Motion Passes

19. Adjournment

Motion 14 (Worden/Fletcher): **To adjourn the meeting.**

Vote: 7-0-0

Result: Motion Passes Unanimously

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

The preceding reflects an accurate and complete record of the proceedings at the aforementioned meeting of the WLUSU Board of Directors.

Date Signed: May 1, 2015



Colin Aitchison
Chair of the Board & Chief Governance Officer
2015-16 Students' Union BoD

Date Signed: May 1, 2015



Nick De Summa
Vice Chair of the Board
2015-16 Students' Union BoD

With respect to the financial planning and budgeting process, the President will ensure that all relevant Board policies are considered and followed.

The President will not:

1. Deviate materially from Board Ends priorities during financial planning;
2. Risk financial jeopardy in the budget; or
3. Create a budget that has not been derived from a multi-year plan that includes a long-term goal of organizational financial self-sustainability.
4. Present a budget or updated report to the Board in a manner that is disparate to the previous report.
5. Allow the budgeting process to omit:
 - a. Credible projection of revenues and expenses;
 - b. Separation of capital and operational items;
 - c. Cash flow analysis;
 - d. Disclosure of planning assumptions;
 - e. A plan for project financing
6. Provide less for Board prerogatives during the year than is set forth in the Cost of Governance budget.
7. Allow the Board to go without ~~quarterly~~ ~~an updated mid-year~~ reports of actuals to projections.

The Board will follow an annual agenda that completes the examination of Board policies and consistently improves Board performance through Board education

The Board will:

1. Compile an annual agenda that will conclude each year on the last day of April so that administrative planning and budgeting can be based on accomplishing a one-year segment of the most recent statement of long term Ends. It will include, but is not limited to:
 - a. Consultations with the ownership;
 - b. Governance education and presentations that are related to Ends determination;
 - c. Training of Board members and Board-elect;
 - d. Outside monitoring assistance;
 - e. A report of meeting minutes, discussion, and performance evaluations from the previous Board;
 - f. Cost of Governance budget for the next fiscal year that concludes in April;
 - g. A date to review the remuneration of the office of the President in November. This is separate from Presidential performance, which will be reviewed according to BMD#2d1, *Monitoring Executive Performance*;
 - h. The review, through the formation of Direct Inspection Committees, of no less than one fourth of all active policies.

<schedule on following pages>

Policy	Frequency (Times per year)	Periods of Monitoring	Method
GP#1 Global Governance Process	1	6	Internal Report
GP#2a Governing Style	1	7	Internal Report
GP#2b Board Job Description	2	8, 13	Internal Report
GP#2c Board Code of Conduct	1	8	Internal Report
GP#2d Chair Job Description	3	4, 8, 12	Internal Report
GP#2e Vice Chair Job Description	2	4, 8, 12	Internal Report
GP#2f Board Committee Principles	2	7, 11	Internal Report
GP#2g Board Committee Structure	2	7, 11	Internal Report
GP#2h Annual Governance Planning	1	4 3	Internal Report
GP#2i Chief Returning Officer Constraint	1	11	Internal Report
GP#2j General Meetings	1	11	Internal Report
GP#2k Governance Financial Accountability	1 (if needed)	4	Internal Report
BMD#1, #2a, #2b, #2c, #2d1, #2d2	2	1, 13 8	Informal Internal Report
BMD#1, #2a, #2b, #2c, #2d1, #2d2	2	6, 10	Informal Board Self Evaluation
BMD#1 #2a, #2b, #2c, #2d1, #2d2	13	1	Formal Internal Report

Policy	Frequency (Times per year)	Periods of Monitoring	Method
Ends	2 1	4 , 13	Internal Report
EL #1 Global Executive Constraint	2	4, 12	Internal Report
EL #2a Treatment of Consumers	2	3, 8	Internal Report
EL #2b Treatment of Staff	1	6	Internal Report
EL #2c Compensation & Benefits	2	6, 12	Internal Report
EL #2d Financial Condition & Activities	2 3	4, 10, 13	Internal Report
	1	8	External Report
	2	7, 12	Board Direct Inspection
EL #2e Financial Planning & Budgeting	1 3	4, 10, 13	Internal Report
EL #2f Asset Protection	1 3	4, 6 , 10, 13	Internal Report
EL #2g Communication & Support to the Board	1	6	Internal Report
EL #2h Executive Succession	1	3	Internal Report
EL #2j Hiring Practices – Unpaid Staff	2	7, 12, 13	Internal Report
EL #2l General Meetings and Elections	1	11	Internal Report
EL #2m Transition of Staff	1	13	Internal Report
EL #2n Hiring Practices – Paid Staff	2	6, 10	Internal Report

Proposed Summer Meeting Schedule

Date	Time	Period
7-May-16	12:00pm	1
11-Jun-16	12:00pm	2
9-Jul-16	12:00pm	3
20-Aug-16	12:00pm	4

2016-17 Proposed Monitoring Schedule

Meeting	Time	Period	Policies Monitored
May 7th	12:00 PM	1	BMDs
June 11th	12:00 PM	2	
July 9th	12:00 PM	3	GP#2h, EL#2a, EL#2h
August 20th	12:00 PM	4	GP#2d, GP#2e, GP#2k ¹ , EL#1, EL#2d, EL#2e, EL#2f
Sept. 12-16th	TBD	5	
Sept. 26-30th	TBD	6	GP#1, EL#2b, EL#2c, EL#2g, EL#2n
Oct. 17-21st	TBD	7	
Oct. 24-28th	TBD	7	GP#2a, GP#2f, GP#2g, EL#2d/e/f (D.I.), EL#2j
Nov. 7-11th	TBD	7	
Nov. 20-25th	TBD	8	GP#2b, GP#2c, GP#2d, GP#2e, EL#2a, EL#2d (E.R.)
Dec. 8 or 9th²	TBD	8	BMDs
January 9-13th	TBD	10	EL#2d, EL#2e, EL#2f, EL#2n
January 23-27th	TBD	10	
February 6-10th	TBD	11	GP#2f, GP#2g,
February 27-3rd	TBD	11	GP#2i, GP#2j, EL#2l
March 6-10th	TBD	12	GP#2d, GP#2e, EL#1, EL#2c, EL#2d/e/f (D.I.), EL#2j
March 20-24th	TBD	12	
April 4 or 5th³	TBD	13	EL#2d, EL#2e, EL#2f, EL#2m
April 24 – 28th	TBD	13	BMDs, GP#2b, E#1,

¹ GP#2k is only monitored when there are capital purchases.

² December 8th and 9th are Exam Study Days

³ April 4th and 5th are Exam Study Days

Brantford Student Life Levy Committee



The **Brantford Student Life Levy** was passed by Laurier students in 2015 and represents a contribution from the undergraduate student body to the university's capital campaign.

Projects are selected for funding based on their fit with the Student Life Levy priority areas:

1. Increased opportunities for students to engage in activities leading to improved personal health and fitness.
2. Increased opportunities for students to engage each other and their environment in a culture of learning outside of physical classroom space
3. Other projects as determined by the committee.

According to the agreement signed between the University and the Students' Union, the list below states the people who are a part of this committee.

Students' Union

- Nick DeSumma (Chair of the Board & CGO) (Committee Chair)
 - Tyler Van Herzele (President & CEO)
 - Carina Gerlings (VP Programming & Services: Brantford)
 - Anthony Massi (Manager, Student Experience) (Non-Voting)
 - Chris Hyde (Director, Policy Research and Advocacy) (Non-Voting)
 - Phil Champagne (Executive Director & COO) (Non-Voting)
- Three additional Board members selected by the Board of the Union, two of which must be from the Brantford Campus**

University

- Adam Lawrence (Dean of Students, Brantford)
- Brian Rosborough (Senior Executive Officer, Brantford)
- Antonio Araujo (AVP: Campus Administration & Special Constable Service, Brantford)
- Ann Brandt (Associate Director, Development & Alumni Relations: Brantford)
- Dan Robert (Associate Director, Development: Library and Student Affairs) (Non-Voting)

Waterloo Student Life Levy Committee



The **Student Life Levy** was passed by Laurier students in 1993 and represents a contribution from the undergraduate student body to the university's capital campaign. The total contribution to the university is in excess of \$8.5 million, making Laurier students the largest single contributors to the campaign.

Projects are selected for funding based on their fit with the Student Life Levy priority areas:

1. Increased opportunities for students to engage in activities leading to improved personal health and fitness.
2. Increased opportunities for students to engage each other and their environment in a culture of learning outside of physical classroom space
3. Any other needs as determined by the committee.

According to the agreement signed between the University and the Students' Union, the list below states the people who are a part of this committee:

Students' Union

- Nick DeSumma (Chair of the Board & CGO) (Committee Chair)
 - Tyler Van Herzele (President & CEO)
 - Colin Aitchison (Vice President: University Affairs)
 - Phil Champagne (Executive Director & COO) (non-voting)
- Four additional Board members selected by the Board of the Union**

University

- Rob Donelson (VP Development and Alumni Relations)
 - David McMurray (VP Student Affairs)
 - Leanne Holland-Brown (Dean of Students, Waterloo)
- Dan Robert (Associate Director, Development: Library and Student Affairs)
- Janet Robinson (Secretary)