

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
7:00 PM	2 mins	Call to Order and Indigenous land acknowledgement	adm	Chair Abu-Rshaid	
7:02 PM	1 mins	Regrets	adm	Chair Abu-Rshaid	GP #2c.8
7:03 PM	2 mins	Conflicts of Interest	adm	Chair Abu-Rshaid	GP #2c.2
7:05 PM	2 mins	Adoption of Agenda MOTION that the Board of Directors adopt the agenda as presented	D	Chair Abu-Rshaid	
7:07 PM	2 mins	<u>Adoption of the Consent Agenda</u> EL #2d Financial Conditions & Activities BMD #1 Global Board Management BMD #2a Unity of Control BMD #2b Accountability of President BMD #2c Delegation of President BMD #2d1 Monitoring Executive Performance BMD #2d2 Monitoring Performance Feedback MOTION that the Board of Directors adopt the consent agenda as presented	D	Chair Abu-Rshaid	EL #2d BMD #1 BMD #2a BMD #2b BMD #2c BMD #2d1 BMD #2d2
7:09 PM	2 mins	Comments from the Chair of the Board & CGO	fi	Chair Abu-Rshaid	
7:11 PM	4 mins	Comments from the President & CEO	fi	President Spenler	
7:15 PM	4 mins	Comments from the Executive Director & COO	fi	ED Champagne	
7:19 PM	30 mins	Athletic Meeting	fd	Kate McCrae Bristol	
7:49 PM	25 mins	GSR Team Presentation	fi	VP GSR Cheim	
8:14 PM	10 mins	Brantford Hospitality Update	fd	ED Champagne	
8:24 PM	10 mins	Direct Inspection Committee Reports EL #2e Financial Planning GP #2c Board Members' Code of Conduct	fd	Chair Abu-Rshaid	GP #2b
8:34 PM	2 mins	Announcements	fi	Chair Abu-Rshaid	
8:36 PM	4 mins	Action Items Summary	adm	Chair Abu-Rshaid	
8:40 PM	2 mins	Adjournment MOTION that the Board adjourn the November 13th, 2023 meeting	adm	Chair Abu-Rshaid	
Total	1 hr & 42 mins				

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

EL# 2d
November 7th, 2023

Executive Limitation #2d “Financial Condition & Activities”

This monitoring report for Executive Limitation Policy #2d “Financial Condition & Activities” is presented in accordance with the monitoring schedule set forth by the Board of Directors for the 2023-2024 fiscal year. I certify that the information contained in this report is true and **represents compliance with a reasonable interpretation of all aspects of the policy unless specifically stated otherwise.**



Megan Spenler
President & CEO
Wilfrid Laurier University Students' Union

November 7th, 2023

Policy Statement Wording: EL #2d

With respect to the actual, ongoing financial condition and activities, the President may not cause or allow the development of fiscal jeopardy or a material deviation of actual expenditures from Board priorities established in Ends policies.

The President will not:

1. Expend more funds than have been received in the fiscal year to date unless the Board's debt guideline (point #2 below) is met.
2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within:
 - a. 120 days or prior to the expiration of the President's term, whichever is sooner, during periods 5-13;
 - b. 160 days during periods 1-4.
3. Use any restricted reserves.
4. Settle payroll and debts in an untimely manner.
5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.
6. Make a single purchase or commitment of greater than \$10,000.

- a. With respect to this policy, any project overage greater than 15% shall be subject to subsequent Board approval;
 - b. Splitting orders to avoid this limit is not acceptable.
7. Acquire, encumber or dispose of real estate.
8. Operate without aggressively pursuing receivables:
 - a. After a reasonable grace period; and
 - b. That are more than \$10,000;
 - c. Expending currency other than Canadian dollars to avoid this limit is not acceptable.
9. Allow the Board to be uninformed of any anticipated surplus or deficit at or near the end of the fiscal year.
10. Allow expenditures to be reported in a currency other than Canadian dollars.
11. Present a budget to the Board for the upcoming fiscal year later than April 30th of the current fiscal year.

CEO INTERPRETATION

I interpret “**fiscal jeopardy**” as permitting any fiscal year to end with insufficient funds to sustain normal expectations. This is inclusive of the 120-160 days after the end of the fiscal year through debt guidelines and covenants as outlined, and/or the reserves being depleted throughout the May-August periods.

I interpret “**material deviation**” as willfully exceeding budget spending above \$10,000 without proper amendment approval from the Board.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. At the end of each fiscal year, the Students' Union will have enough liquid assets to maintain 'normal' operations inclusive of the 120 to 160 days and in accordance with the debt guidelines and covenants outlined and/or depletion of reserves during the May to August period.
2. All budgeted spending is in compliance with the section 6 of EL#2D and expenditures are appropriately allocated to Board priorities.
3. An Ends based budgeting system is followed to ensure that all actual expenditures are appropriately allocated to Board priorities.

EVIDENCE

1. All evidence is included in each section of this monitoring report.

I report this section as **COMPLIANT**

Policy Wording EL #2d1: The President will not:

1. Expend more funds than have been received in the fiscal year to date unless the Board's debt guideline (point #2 below) is met.

CEO INTERPRETATION

I interpret “**expend more funds than have been received**” as the use of financial resources exceeding the approved operating budget for 2023/2024, unless in compliance with #2 of this policy. The expenses of the Organization include but are not limited to the outflow of assets, and costs required to effectively operate the organization, and are approved by the Board of Directors. Assets refer to any resources owned by the Students' Union that carry monetary value and include but not limited to cash, credit, property, accounts receivable and inventory. Revenues are inflows of assets that fund the Students' Union and are generated through providing services, operating businesses, or providing any activity or service that requires payment.

I interpret “**fiscal year**” as the period of the President's tenure: May 1, 2023– April 30, 2024.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All financial records quantitatively confirm that expenses do not outweigh revenue at any point during the fiscal year within the debt guideline.
2. The operating budget for 2023/24 approved by the Board of Directors is balanced.

EVIDENCE

1. Students' Union Bank Account Balances (See [Appendix O](#))
2. Students' Union Operating Budget
 1. The Students' Union budget shows that the organization intends to operate with a zero-budget meaning that expenses will not exceed revenues.

I report this section as **COMPLIANT**

Policy Wording EL #2d2: The President will not:

2. Incur debt in an amount greater than can be repaid by certain and otherwise unencumbered revenues within:
 - a. 120 days or prior to the expiration of the President's term, whichever is sooner, during periods 5-13;
 - b. 160 days during periods 1-4.

CEO INTERPRETATION

I interpret “**debt**” as the amount of incurred currency that the Students’ Union borrows and owes, outside the financed operating revenue of the current fiscal year.

I interpret “**repaid**” as fulfilling our debt obligations through repayment methods to parties that the Organizations owes, including accrued interests over the course of relevant agreements to said parties.

I interpret “**certain and otherwise unencumbered revenues**” as in to be free of debt and financial liability within the prescribed timeline, using revenue and funds which do not hinder the operations of the Organization.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All financial records quantitatively confirm that no debt is incurred in an amount greater than can be repaid without financial liability within:
 1. 120 days or prior to the expiration of the President’s term, whichever is sooner, during periods 5-13 or,
 2. 160 days during periods 1-4.

EVIDENCE

1. Cash positions of the Students’ Union (**Appendix P**)
 - a. This chart shows that the Students’ Union will be in a positive cash position, so we can conclude that we are not incurring more debt than we can repay.

I report this section as **COMPLIANT**

Policy Wording EL #2d3: The President will not:

3. Use any restricted reserves

CEO INTERPRETATION

I interpret “**use**” as the intentional expenditure of Students’ Union assets, depleting a reserve.

I interpret “**restricted reserves**” as specifically designated reserve funds which are collected for a specific purpose. These funds have strict guidelines on how to use them which are set either by the organization through the Board of Directors, the membership through referenda or governing bodies of the institution.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Restricted reserves are not used for other expenditures.
2. There is no use of restricted reserves unless specifically directed by the Board.

EVIDENCE

1. Health and Dental Reserve Balance per the Balance Sheet
2. Health and Dental Reserve (Appendix Q)
 - a. There is a balance on the balance sheet for the Health and Dental reserve. However, that money is not all set aside. The Board of Directors approved the Union's plan to reach the \$250 000 over multiple years in order to ensure student programs and services can be maintained and improved.

I report this section as **COMPLIANT**

Policy Wording EL #2d4: The President will not:

4. Settle payroll and debts in an untimely manner.

CEO INTERPRETATION

I interpret “**settle**” as paying within the established payment schedule or having payment produced when requested by those seeking payment.

I interpret “**payroll**” as the total amount of wages and salaries paid by the Students' Union to all its employees.

I interpret “**untimely manner**” as paying an invoice over 90 days of its issue, unless the invoice was not received within those 90 days, and payment that is not settled or arranged within 10 business days from the scheduled date.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. Payroll is settled within 10 days of the scheduled payment date, unless an alternative payment schedule or plan was arranged and agreed upon by all parties.
2. Debts are settled within 90 days of invoicing, unless an alternative payment schedule or plan was arranged and agreed to by all parties.

EVIDENCE

1. Proof of Payroll (Appendix R)

1. This is a signed document outlining the dates at which the 3rd party payroll provider – ADP – has agreed to ensure the pay schedule is adhered to.
2. Schedule of Aged Payables ([Appendix S](#))
 - a. This document shows an immaterial number of payables that have been outstanding for greater than 90 days.

I report this section as **COMPLIANT**

Policy Wording EL #2d5: The President will not:

5. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.

CEO INTERPRETATION

I interpret “**overdue**” as failing to pay government issued bills before the set deadline.

I interpret “**inaccurately filled out**” as submitting filings or payments with errors or discrepancies whether intentional or unintentional.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All government-ordered payments are paid accurately and before the deadline.

EVIDENCE

1. Summary of Payments to Government ([Appendix T](#))
 - a. These documents represent payments made for the various taxes we are required to remit to the government.

I report this section as **COMPLIANT**

Policy Wording EL #2d6: The President will not:

6. Make a single purchase or commitment of greater than \$10,000.
 - a. With respect to this policy, any project overage greater than 15% shall be subject to subsequent Board approval.
 - b. Splitting orders to avoid this limit is not acceptable.
 - c. Expending currency other than Canadian dollars to avoid this limit is not acceptable.

CEO INTERPRETATION

I interpret “**make a single purchase or commitment of greater than \$10 000**” to mean that the President or anyone who directly or indirectly reports to the President will not expend any single item over \$10 000 without Board approval.

I interpret “**commitment**” as entering into a written or a verbal agreement with either an internal or external partner which involves a contractual agreement or transfer of funds over \$10 000 without Board approval.

I interpret “**any project overage greater than 15% shall be subject to subsequent Board approval**” as any capital projects or payments previously approved by the Board that exceeds the original presented costs by 15% or more, to seek renewed approval by the Board.

I interpret “**splitting orders**” as intentionally separating a single purchase item into smaller purchase order amounts, that would equal more than \$10 000 if accumulated, and therefore must be approved by the Board.

I interpret “**expending currency other than Canadian dollars**” as all expenditures of the Organization and those which require Board approval for purchase over \$10 000 to be presented in CAD and if applicable, the correct conversion through a mid-market rate be applied when dealing with non-CAD values.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Students' Union financial statements demonstrate an absence of capital projects or initiatives exceeding \$10 000 that have not been previously approved by the Board. **(APPENDIX X)**
2. The Students' Union financial statements do not show project cost overrun in excess of 15% that has not been further approved by the Board. These statements will also illustrate orders were not split in order to circumvent this policy.

EVIDENCE

1. The Students' Union Operating Budget over \$10 000
 - a. This is a pre-approved list of expenditures greater than \$10 000 that has been approved by the Board of Directors for the 2023/24 operating year.
2. All items are presented in CAD value.

I report this section as **COMPLIANT**

Policy Wording EL #2d7: The President will not:
7. Acquire, encumber or dispose of real estate.

CEO INTERPRETATION

I interpret “**acquire**” as purchasing, leasing, or obtaining a new mortgage of physical property of behalf of the Students’ Union

I interpret “**encumber**” as a claim for a piece of property through mortgages and liens that burdens or restricts the title of property.

I interpret “**dispose of**” as terminating a lease or selling a physical property with no intent or agreement of future usage in regard to Students’ Union facilities.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The Students’ Union holds a building agreement with WLU as per the Operating Procedures Agreement. This agreement outlines the terms of lease for the Fred Nichols Campus Centre in Waterloo.
2. The Students’ Union will not acquire, encumber or dispose of real estate unless defined above. Any exceptions in the future must be made at the Board’s discretion.

EVIDENCE

1. The Operating Procedures Agreement ([Appendix G](#))
2. Real Estate Holdings ([Appendix V](#))
 1. These documents indicate that there is clearly an immaterial difference between the Union’s real estate holdings from May until now.

I report this section as **COMPLIANT**

Policy wording EL #2d8: The President will not:

8. Operate without aggressively pursuing receivables:
 - a. After a reasonable grace period: and
 - b. That are more than \$10,000

CEO INTERPRETATION

I interpret “**aggressively pursuing**” as using all appropriate means within the boundaries of the law to acquire outstanding balances from external companies and individuals when it is imperative to do so.

I interpret “**receivables**” as the outstanding balances owing to the Students’ Union, pertaining to incoming assets which equate to or in excess of \$10 000.

I interpret “**a reasonable grace period**” as 90 days with the exception of receivables from Wilfrid Laurier University, which are paid based on a payment schedule established and agreed upon by both parties.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All financial records and statements are kept up to date and accurate as receivables are being collected efficiently.
2. There is a known process in place in the finance department of appropriate procedures for collecting receivables.

EVIDENCE

1. Schedule of Aged Receivables ([Appendix W](#))

I report this section as **COMPLIANT**

Policy Wording EL #2d9: The President will not:

9. Allow the Board to be uninformed of any anticipated surplus at or near the end of the fiscal year;

CEO INTERPRETATION

I interpret “**uninformed**” as not relaying information to the Board both intentionally and unintentionally.

I interpret “**anticipated**” as projecting surplus based on updated financial readings.

I interpret “**surplus**” as the monetary value of remaining revenue after all accounts payables and debts have been settled.

I interpret “**end of the fiscal year**” as assessing all periods from the previous fiscal year, and to be reported after the audit is completed into the new fiscal year between period 5 and 6.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The President will communicate to the Board between periods 5 and 6 of the exact surplus amount from the previous fiscal year.

EVIDENCE

1. This will occur once the audit is complete and numbers are finalized.

I report this section as **COMPLIANT**

Policy Wording EL #2d10: The President will not:

10. Allow expenditures to be reported in a currency other than Canadian dollars.

CEO INTERPRETATION

I interpret “**expenditures**” as in money spent.

I interpret “**currency**” as a system of money in general use in a country, in this case, Canada.

I interpret “**Canadian dollars**” as the monetary unit used within Canada as stated by the *Currency Act* and following the system of pegging or floating to the US dollar as determined by the Bank of Canada and/or the free market.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. All expenditures reported to the Board including but not limited to the operational budget and items over \$10 000 will be reported in Canadian dollars.
2. A conversation rate is applied and adjusted to reflect all amounts in CAD for approval, when dealing with non-Canadian vendors.

EVIDENCE

1. All items in the operational budget and items over \$10 000 for 2023/24 were reported in Canadian dollars and approved by the Board.

I report this section as **COMPLIANT**

Policy Wording EL #2d11: The President will not

11. Present a budget for the upcoming fiscal year later than April 30th of the current fiscal year

CEO INTERPRETATION

I interpret “**present**” as formally submitting the documents through the Chair to be included in the agenda package for the Board.

I interpret “**budget**” as the breakdown of the expenses, revenues and net of all operational departments, in conjunction with reflecting the ends breakdown and report over \$10 000.

I interpret “**current fiscal year**” as the period between May 1st, 2023 and April 30th, 2024.

OPERATIONAL DEFINITION

Compliance will be demonstrated when:

1. The outgoing President and Student Executive team will aid the incoming President and Student Executive team in compiling and presenting the 2024-25 budget.

EVIDENCE

1. This will occur in period 12.

I report this section as **COMPLIANT**

Policy Statement Wording EL #2e:

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;
 - f. The over \$10,000 expense report from the previous fiscal year.
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 reports of actuals to projections.

Appendix G

APPENDIX B – FACILITY AND ASSET MANAGEMENT OPERATIONS

1. General

- 1.1 The University shall, in all cases, supervise activities for the supply of custodial, grounds, maintenance, service for repairs, and minor renovations to the FNCC and/or SC. Such maintenance and repairs will be performed at the full cost of the Union unless specified otherwise in this appendix. In the process of managing the affairs of the FNCC and SC, the Union must comply with all relevant and current University policies.
- 1.2 The employees and agents of the University shall have the right of access at all times to the FNCC and/or SC.
- 1.3 The LLC and the AVP, FAM, prior to implementation, must review any plans for structural change, major renovations or capital improvement to the Union Space.

2. Waterloo Campus: Fred Nichols Campus Centre

2.1 Building Services

- a) The University and the Union will contribute to the cost of repairs and preventative maintenance of the FNCC and all HVAC and infrastructure associated systems that service the building on a shared basis. Laurier will cover 23% and the Union 77%.
- b) The University will be solely responsible for the provision of preventative maintenance on regulated equipment and systems in the FNCC, including but not limited to the following:
 - (1) Elevators
 - (2) Systems under regulation by TSSA
 - (3) Mechanical Systems
- c) The Union shall reimburse the University for the cost of repairs required for the regulated equipment and systems listed in b) except where negligence on the part of the University has contributed to the repair requirement. The University is responsible to communicate any required repairs to these systems upon discovery of the concern.
- d) The costs related to the elevator systems in the FNCC will be shared using the same formula (Laurier 23% and Union 77%). Capital replacement will also follow the same formula in addition to a specific financing plan will be arranged with the University for the payment of the Union portion of any such project over a 3-5 year term for amortization, if requested by the Union, which arrangement will be set out in a separate agreement and attached as a schedule to this appendix.
- e) The cost for inspections, regular preventative maintenance and repair services provided by either external contractors or University employees shall be billed directly to the Union based upon the services performed by such contractors specific to the FNCC.
- f) All non-emergency repairs or maintenance will be communicated to the Union in advance. The Union will review and respond to the University on the timing and costs associated with non-emergency repairs or maintenance and not unreasonably withhold consent for completion of the work.

2.2 Utilities

- a) The University shall supply utilities to the FNCC with the costs shared between the two parties using the same formula as defined above in Building Services (University 23% and Union 77%). This formula reflects the common use of space in the buildings for student study space, access to other buildings and space occupied by the University for Departments of the University.
- b) For the purposes of annual budgeting the University will provide the Union with the actual breakdown of usage for the preceding calendar year (January 1 – December 31) by the Friday before the Family Day Weekend in February. This will form an estimate for the fiscal year starting on May 1st for the following fiscal year.
- c) For clarity, electricity is directly metered for the FNCC and will be summarized monthly with reports being sent to the Union within thirty (30) days of the end of the month.. The charge for water and gas is based on a sq. ft. percentage and modified usage formula.
- d) The Union will make payments monthly based on the forecast from the University and the difference will be reconciled during the fiscal year end process between the parties, as set out in section 8, Financial Services of the Operating Agreement.

2.3 Custodial Operations

For the purposes of annual budgeting the University will provide the Union with the estimated cost for the next fiscal year prior by the Friday before the Family Day Weekend. This will form an estimate for the fiscal year starting on May 1st for the following fiscal year that will be based on the cleaning schedule expectations outlined in this document along with the anticipated cost for the associated supplies. Any additional work required beyond what is defined will be invoiced separately as agreed upon between the parties.

Cleaning Schedule:

Monday to Sunday daily requirements Nights (10:00 pm – 6:30 am, 2 people)

24 Hour Lounge & Cubicles:	Garbage stations, glass cleaning
Washrooms:	Full cleaning
Food Court:	Floors, washrooms, glass, handrails, garbage receptacles
Wilf's:	Full cleaning (Kitchen cleaning between 3am to 5am)
International News:	Floors, garbage
Hallways:	Dust mop, floor scrubber machine
Turret/Hawks Nest:	Full cleaning (Floors / all washrooms) OT as required
Foot Patrol office:	Full cleaning, garbage
South stairwell:	Loading area, doors, glass, elevator (floors/tracks/stain steel)
Quad entrance stairwell:	Full cleaning

Saturday and Sunday (12pm - 6pm, 1 person)

24 Hour Lounge Cubicles:	Tables, garbage, vacuum
Washrooms:	Full cleaning
Student Affairs Office, Campus Clubs room:	Saturday - Dust & Vacuum only
Student Union Office & Board room:	Sunday - Dust & vacuum only, collect front, back garbage stations inside main office
Cashier Office:	No cleaning on weekends
Quad Front Entrance:	Garbage, glass cleaning

Food Court:	Public washroom cleaning
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Monday to Friday (6 a.m. to 2:30 pm, 1 person) Before 8a.m.

Boardroom, Conference Rooms, Kitchenette & High Table:	Full cleaning
NE and NW Stairwells:	Full cleaning
U-Desk:	Wednesday full cleaning, garbage daily, computer counter

Monday to Friday After 8a.m.

Cubicles, Food Bank, Microwave & Campus Clubs Room:	Tables, vacuum, dust, garbage, glass spot cleaning, door handles, garbage stations
Washrooms:	Clean, dust mop, wet mop, flush toilet after clean, stainless
Quad Front Entrance:	Garbage (2x daily), glass cleaning, hand rail disinfectant, stainless ledges
Food Court:	Public washrooms – Check up
Turret & Hawks Nest:	Floors, walls spot cleaning, washrooms, tables, garbage
Wilf's:	Washrooms check up
North Elevator:	Floors, tracks & stainless steel
Cashier Office:	Friday morning clean up

General:

- Carpet spot cleaning to remove large stains
- Air return vents and high dusting should be completed as needed (minimum monthly),
- Replace light bulbs as needed
- Summer projects will be determined by Union staff and communicated to FAM staff. Charges related to projects will be covered by the Union
- All supplies and equipment required will be paid for by the Union

2.4 Grounds and Waste Management

- a) The University and the Union will each contribute 50% of the cost of repairs and disposal services in relation to the compactor.
- b) It is anticipated that the waste removal process using the compactor will be changed within the term of this agreement which will require the parties to revisit the cost sharing of that new process once confirmed.
- c) The Union will be solely responsible for the costs associated with recycling and organic waste collection related to the operations of the FNCC.

3. Brantford Campus: Student Centre

3.1 Building Services

- a) The University and the Union will contribute to the cost of repairs and preventative maintenance at the SC and all HVAC and infrastructure associated systems that service the building on a shared basis. The University will cover 50% and the Union 50%.
- b) The University will be solely responsible for the provision of preventative maintenance on regulated equipment and systems in the SC, including but not limited to the following:
 - (1) Elevators
 - (2) Systems under regulation by TSSA
 - (3) Mechanical Systems
- c) The costs related to the elevator systems in the SC will be shared using the same formula (University 50% and Union 50%). Capital replacement will follow the same formula in addition to a specific financing plan arranged, if requested, with the University for the payment of the Union portion of any such project over a 3-5 year term for amortization, if requested by the Union, which arrangement will be set out in a separate agreement and attached as a schedule to this appendix.
- d) The cost for inspections, regular preventative maintenance and repair services provided by either external contractors or University employees shall be billed directly to the Union based upon the services performed by such contractors specific to the SC.
- e) All non-emergency repairs or maintenance will be communicated to the Union in advance. The Union will review and respond to the University on the timing and costs associated with non-emergency repairs or maintenance and not unreasonably withhold consent for completion of the work..

3.2 Utilities

- a) The University shall supply utilities to the SC with the shared cost between the two parties using the same formula (University 50% and Union 50%). This formula reflects the common use of space in the buildings for student study space and space occupied by the University for administrative departments of the University. This will replace the annual payment provided by the University to the Union that previously was in place from the Office of Student Affairs.
- b) For the purposes of annual budgeting the University will provide the Union with the breakdown of usage for the preceding calendar year (January 1 – December 31 by the Friday before the Family Day Weekend in February. This will form an estimate for the fiscal year starting on May 1st for the following fiscal year.
- c) Golden Grounds is a Union operated business that occupies space outside of the SC. The cost recovery rate for Golden Grounds will be all inclusive for cleaning and utilities and will be confirmed for budget purposes as per the same schedule as described in section (b). The rate for this space will be \$15 per square foot for each year for the term of the Agreement, including optional extensions.
- d) The Union will make payments monthly based on the forecast from the University and the difference will be reconciled during the fiscal year end process between the parties, as set out in section 8, Financial Services of the Operating Agreement.

3.3 Custodial Operations

For the purposes of annual budgeting the University will provide the Union with the estimated cost for the next fiscal year prior by the Friday before the Family Day Weekend. This will form an estimate for the fiscal year starting on May 1st for the following fiscal year that will be based on the cleaning schedule expectations outlined in this document along with the anticipated costs for the associated supplies. Any additional work required will be invoiced separately as agreed upon between the parties.

Cleaning Schedule:

Monday to Friday daily requirements (3:00 am – 7:30 am, 1 person)

Front entrance and elevator lobby	Full cleaning, garbage
WLUSU Offices:	Floors, washrooms, glass, handrails, garbage receptacles
Washrooms:	Full cleaning
24 Hour Lounge	Full cleaning
Student Affairs Offices:	Full cleaning (Kitchen cleaning between 3am to 5am)
Wellness Centre:	Floors, garbage
All Hallways:	Dust mop, floor scrubber machine
Foot Patrol/Clubs office:	Full cleaning
Stairwells:	Full cleaning
Multi-Purpose Room:	Full cleaning

General:

- Carpet spot cleaning to remove large stains
- Air return vents and high dusting should be completed as needed (minimum monthly)
- Replace light bulbs as needed
- Set-ups requests in the Multi-Purpose Room
- Afternoon policing of spaces when required
- All supplies and equipment required will be paid for by the Union

Appendix O

Balance Reporting - Balance Summary Report

CHRIS TURNER, WILFRID LAURIER UNIV

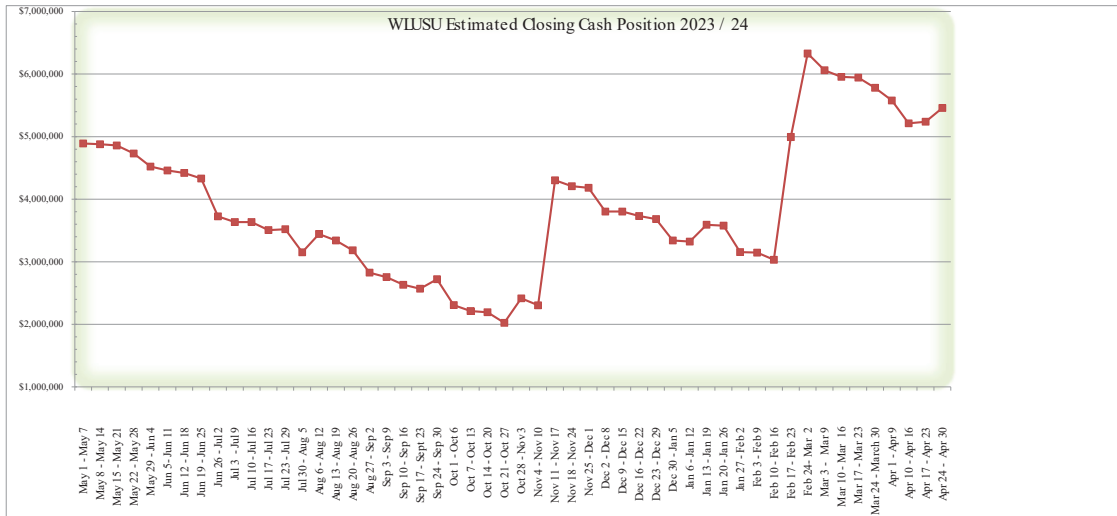
Report Creation Date: Oct 10, 2023 04:09:03PM ET

Report Date: Oct 06, 2023

Account Type	Account	Currency	Balance
BUS DEP	U-Desk-ROYAL BANK OF CANADA-02482-1002286	CAD	3,150.71
BUS DEP	H&D Reserve-ROYAL BANK OF CANADA-02482-1002849	CAD	769,809.20
BUS DEP	Brantford U-Desk-ROYAL BANK OF CANADA-02482-1007335	CAD	391.08
BUS DEP	Main/IVR-ROYAL BANK OF CANADA-02482-1011485	CAD	2,188,221.75
BUS DEP	Golden Grounds-ROYAL BANK OF CANADA-02482-1011535	CAD	11,476.51
BUS DEP	Wilfs/Turret-ROYAL BANK OF CANADA-02482-1013713	CAD	114,473.93
BUS DEP	General Reserve-ROYAL BANK OF CANADA-02482-1024413	CAD	2,568,224.22
BUS DEP	Brantford SC-ROYAL BANK OF CANADA-02482-1026079	CAD	999.94
BUS DEP	Waterloo Web-ROYAL BANK OF CANADA-02482-1037126	CAD	78,620.31
BUS DEP	Campus Clubs-ROYAL BANK OF CANADA-02482-1039411	CAD	31,335.25
BUS DEP	WILFRID LAURIER UNIV-ROYAL BANK OF CANADA-02482-4001475	USD	4,000.00
BUS LOAN	Line of Credit-04117-62473996-001	CAD	0.00
BUS LOAN	BSC Loan-04117-62473996-012	CAD	307,087.52
BUS LOAN	Comprehensive Loan-04117-62473996-013	CAD	306,498.17
BUS GIC	WILFRID LAURIER UNIV-ROYAL BANK OF CANADA-02496-00190212846-0004	CAD	500,000.00

*** End of report ***

Appendix P



Appendix Q

2023-10-10 4:12:54PM
Report (GLTRLR1)
In Functional Currency

Wilfrid Laurier University Students' Union
Trial Balance as of 2023-10-31

Page 1

Sort By [Account No.]
Include Accounts With No Activity [No]
For Year-Period [2024 - 06]
From Account No. [3000-02-050] To [3000-02-050]
From Account Group [] To [ZZZZZZZZZZZ]
Use Rolled Up Amounts [No]

Account Number	Description	Debits	Credits
3000-02-050	EQUITY - HEALTH PLAN CONTINGENCY RE		745,000.00
	Total:	0.00	745,000.00
	Amount Out Of Balance:	745,000.00	
	Net Income (Loss) for Accounts Listed:	0.00	

1 account printed

Appendix R

Appendix S

wlusu Pay Group ID: E4974
 Pay Date: 10/5/2023
 Pay Period: 9/17/2023 - 9/30/2023
 PPN: 20 - 00
 Group By: Department

Dayforce
 christopher.turner
 Run By: christopher.turner
 Commit Date: 10/2/2023 1:22:08 PM
 Run Type: Normal
 Run Number: 299

Bi-Weekly
 (Committed data only)

Payroll Summary Report (PR002)

Bi-Weekly Totals					
Wilfrid Laurier University Students' Union - 105684211-E4974					
Tax	Amount	ID	Tax	Amount	ID
CPP	\$5,869.84	105684211RP0002		\$2,484.87	105684211TE0001
CPP-ER	\$5,869.84	105684211RP0002			
EI	\$1,908.30	105684211RP0002	ON EHT		
EI-ER	\$2,671.63	105684211RP0002			
Fed Tax	\$11,798.41	105684211RP0002			
Total	\$28,118.02			\$2,484.87	
Grand Total	\$28,118.02			\$2,484.87	
Total Tax Liability				\$30,602.89	
Total Tax Impound				\$30,602.89	

Bi-Weekly Totals		
Wilfrid Laurier University Students' Union - 105684211-E4974		
	Count	Amount
Direct Deposits 105684211-E4974	150	\$105,253.49
Total Net Payroll	150	\$105,253.49
Tax Liability 105684211-E4974		\$30,602.89
Total Tax Liability		\$30,602.89
Total Tax Impound		\$30,602.89
Total Impound		\$135,866.38
Total		\$135,866.38
Impound Date:		Oct 03, 2023

Bi-Weekly Totals			
Wilfrid Laurier University Students' Union - 105684211-E4974			
Payee	Sequence No.	Tax	Amount
09989 Receiver General	GV360656	Fed Tax	\$11,798.41
09991 Ontario Minister of Finance*	GV360657	ON EHT	\$2,484.87
09990 Receiver General	GV360658	CPP	\$11,739.69
09993 Receiver General	GV360659	EI	\$4,579.93
105684211RP0002 Total			\$30,602.89
Remittance Total			\$30,602.89

Census Data			
	Count	Amount	
Cur On File**	167		Employees Paid
New Hires**	13		Employees Not Paid**
Active**	153		Paid This Month*
Inactive**	7		Paid On 12th*
Terminated**	6		ROE's Issued
			8

** Value computed as of 10/2/2023 1:22:43 PM
 * Based on the payday of the payroll

Age Transactions As Of [2023-10-10]
 Cutoff by Document Date [2023-10-10]
 Print Transactions In [Detail by Document Date]
 Transaction Types [Invoice, Debit Note, Credit Note, Interest, Prepayment, Payment, Adjustment]
 Include Contact/Phone/Credit Limit [No]
 Include Space For Comments [No]
 Include Zero-Balance Vendors [No]
 Include Vendors/Transactions on Hold [No]
 Show Applied Details [No]
 Show Fully Paid Transactions [No]
 From Document Date []
 Sort Transactions by Transaction Type [No]

Doc. Date	Doc. Type/Doc. Number	Due Date	Current	1 to 30	31 to 60	61 to 90	Over 90	Total	Total
Appl. Date	Applied No.	App. Type		Days	Days	Days	Days	Overdue	Payables
Vendor No.:	BEER								
Vendor Name:	Beer Store The								
2009-04-03	AD AD00000000000000000005	2009-04-03							
2009-04-03	AD AD00000000000000000010	2009-04-03							
2009-05-26	AD AD00000000000000000008	2009-05-26							
2009-05-26	AD AD00000000000000000009	2009-05-26							
2009-10-29	AD AD00000000000000000023	2009-10-29							
2009-11-23	AD AD00000000000000000021	2009-11-23							
2009-11-23	AD AD00000000000000000022	2009-11-23							
2013-04-30	AD AD00000000000000000038	2013-04-30							
2013-04-30	AD AD00000000000000000039	2013-04-30							
2013-04-30	AD AD00000000000000000040	2013-04-30							
2017-08-29	CR 992400029	2017-08-29	-47.82						-47.82
2017-08-29	IN 992400029ADJ	2017-09-28					19.32	19.32	19.32
2020-09-15	CR 60708712	2020-09-15	-1,286.21						-1,286.21
2020-09-15	CR 9500433689	2020-09-15	-1,279.20						-1,279.20
2021-03-03	CR 9500517361	2021-03-03	-2,756.10						-2,756.10
2021-03-31	CR 9500537573	2021-03-31	-942.00						-942.00
	Vendor Total:		-6,311.33	0.00	0.00	0.00	19.32	19.32	-6,292.01
Vendor No.:	ENTERT								
Vendor Name:	Entertainers								
2023-10-19	IN 20231005/19BA	2023-10-24	-1,000.00						-1,000.00
2023-10-25	IN 20231004/18/2SPS	2023-10-30	-300.00						-300.00
2023-10-30	IN 20231002/16/23/30JR	2023-11-04	-413.54						-413.54

Appendix T

Government
of CanadaGouvernement
du Canada**Canada Revenue Agency****View account transactions – result**

Payroll deduction account:

105684211RP0002

Business name:

WILFRID LAURIER UNIVERSITY STUDENTS' UNION**Disclaimer**

Electronic payments will be applied to your account in approximately 48 hours. It may take longer to process payments mailed or made at financial institutions. If you believe there is missing information, please call 1-800-959-5525.

Account transactions as of October 11, 2023

Date posted	Transaction	Date received	(\$) Amount
Oct 10, 2023	Payment Sept 2023	Recd Oct 10 2023	\$26,883.23Cr
Sept 25, 2023	Payment Sept 2023	Recd Sept 25 2023	\$22,119.15Cr
Sept 11, 2023	Payment Aug 2023	Recd Sept 11 2023	\$18,167.52Cr
Aug 25, 2023	Payment Aug 2023	Recd Aug 25 2023	\$17,894.90Cr
Aug 10, 2023	Payment July 2023	Recd Aug 10 2023	\$23,878.57Cr
July 25, 2023	Payment July 2023	Recd July 25 2023	\$19,830.61Cr
July 10, 2023	Payment June 2023	Recd July 10 2023	\$19,963.40Cr
June 26, 2023	Payment June 2023	Recd June 26 2023	\$40,494.75Cr
June 12, 2023	Payment May 2023	Recd June 12 2023	\$19,889.58Cr
May 25, 2023	Payment May 2023	Recd May 25 2023	\$27,893.61Cr



Online services

Hello, Chris Turner

WILFRID LAURIER UNIVERSITY
STUDENTS' UNION /

Account number: 8202168
Account status: Active

[Premium reporting
reminder email](#)

Tools

[Report premium
Reporting history
\(View/Edit\)](#)

[Premium history
\(View/Edit\)](#)

Payment



[Pay Now](#)

Premium history

Here is a detailed view of all originally entered premiums and any subsequent online revisions that you have submitted through this site. Please note that although we have provided you a record of both originally entered premiums and revisions, WSIB's system of record has been updated with your latest revised entry.

If you wish to access details of premiums not submitted through the Premium site, as well as any changes you made to premiums that were originally submitted through this site, please see your [reporting history](#).

<u>Confirmation number</u>	<u>Reporting period</u>	<u>Insurable earnings</u>	<u>Premium</u>	<u>View</u>	<u>Edit</u>
10020692	01-Aug-2023 to 31-Aug-2023	\$138,835.43	\$1,554.96	View	Edit
9959050	01-Jul-2023 to 31-Jul-2023	\$152,268.99	\$1,705.41	View	Edit
9885952	01-Jun-2023 to 30-Jun-2023	\$212,084.87	\$2,375.35	View	Edit
9767630	01-May-2023 to 31-May-2023	\$175,560.94	\$1,966.28	View	Edit
9703667	01-Apr-2023 to 30-Apr-2023	\$190,438.57	\$2,132.91	View	Edit
9644459	01-Mar-2023 to 31-Mar-2023	\$178,093.89	\$1,994.65	View	Edit
9506885	01-Feb-2023 to 28-Feb-2023	\$204,686.30	\$2,292.49	View	Edit
9477020	01-Jan-2023 to 31-Jan-2023	\$165,858.69	\$1,857.62	View	Edit
9438055	01-Dec-2022 to 31-Dec-2022	\$251,000.90	\$2,735.91	View	

Appendix V

2023-10-11 9:10:08AM
Report (GLTRLR1)
In Functional Currency

Wilfrid Laurier University Students' Union
Trial Balance as of 2023-05-31

Page 1

Sort By [Account No.]
Include Accounts With No Activity [No]
For Year-Period [2024 - 01]
From Account No. [1415-00-000] To [1451-16-800]
From Account Group [] To [ZZZZZZZZZZ]
Use Rolled Up Amounts [No]

Account Number	Description	Debits	Credits
1415-00-000	LEASEHOLDS	2,545,021.59	
1415-01-001	LSHLDFNCC - CENTRAL	3,017,354.43	
1420-01-001	LHLDFDCR - CENTRAL	434,010.17	
1420-04-150	LEASEHOLDS - WILF'S RENOVATIONS	122,331.26	
1420-05-210	LEASEHOLDS - GOLDEN GROUNDS BRANTF	101,736.13	
1420-06-250	LEASEHOLDS - UDESK WATERLOO	13,554.36	
1420-07-300	LHLDFDCR - FOOD COURT RENOVATIONS	358,199.34	
1420-07-302	LEASEHOLDS - WILLIAMS XPRESS CAFE	99,127.37	
1422-07-304	LEASEHOLDS - FOOD COURT - HARVEYS	157,599.01	
1450-03-100	LEASEHOLDS - TURRET RENOVATIONS	428,580.84	
1451-00-000	WILF'S RENEWAL PROJECT ACCT	579,360.06	
1451-01-001	FNCC IMPROVEMNTS PROJ - 3RD FLOOR	858,029.88	
1451-03-100	LEASEHOLDS - TURRET	122,380.37	
1451-05-200	Brantford Project -WILLIAMS FRESH CAFÉ	713,008.59	
1451-06-250	CSPOT & RETAIL SERVICES RENO PROJ ACC	408,450.75	
1451-07-300	TFC RENO PROJECT ACCT	505,273.81	
1451-07-301	PITA SHACK RENOVATION PROJECT ACCT	663.99	
1451-16-800	BRANTFORD DEVELOPMENT PROJECT	204,469.67	
	Total:	10,669,151.62	0.00
	Amount Out Of Balance:		10,669,151.62
	Net Income (Loss) for Accounts Listed:	0.00	

18 accounts printed

2023-10-11 9:11:25AM
Report (GLTRLR1)
In Functional Currency

Wilfrid Laurier University Students' Union
Trial Balance as of 2023-10-31

Page 1

Sort By [Account No.]
Include Accounts With No Activity [No]
For Year-Period [2024 - 06]
From Account No. [1415-00-000] To [1451-16-800]
From Account Group [] To [ZZZZZZZZZZ]
Use Rolled Up Amounts [No]

Account Number	Description	Debits	Credits
1415-00-000	LEASEHOLDS	2,545,021.59	
1415-01-001	LSHLDFNCC - CENTRAL	3,017,354.43	
1420-01-001	LHLDFDCR - CENTRAL	434,010.17	
1420-04-150	LEASEHOLDS - WILF'S RENOVATIONS	122,331.26	
1420-05-210	LEASEHOLDS - GOLDEN GROUNDS BRANTF	101,736.13	
1420-06-250	LEASEHOLDS - UDESK WATERLOO	13,554.36	
1420-07-300	LHLDFDCR - FOOD COURT RENOVATIONS	358,199.34	
1420-07-302	LEASEHOLDS - WILLIAMS XPRESS CAFE	99,127.37	
1422-07-304	LEASEHOLDS - FOOD COURT - HARVEYS	157,599.01	
1450-03-100	LEASEHOLDS - TURRET RENOVATIONS	428,580.84	
1451-00-000	WILF'S RENEWAL PROJECT ACCT	579,360.06	
1451-01-001	FNCC IMPROVEMNTS PROJ - 3RD FLOOR	858,029.88	
1451-03-100	LEASEHOLDS - TURRET	122,380.37	
1451-05-200	Brantford Project -WILLIAMS FRESH CAFÉ	713,008.59	
1451-06-250	CSPOT & RETAIL SERVICES RENO PROJ ACC	408,450.75	
1451-07-300	TFC RENO PROJECT ACCT	505,273.81	
1451-07-301	PITA SHACK RENOVATION PROJECT ACCT	663.99	
1451-16-800	BRANTFORD DEVELOPMENT PROJECT	204,469.67	
	Total:	10,669,151.62	0.00
	Amount Out Of Balance:		10,669,151.62
	Net Income (Loss) for Accounts Listed:	0.00	

18 accounts printed

Appendix W

2023-10-10 3:58:55PM

Wilfrid Laurier University Students' Union

Page 1

A/R Aged Trial Balance by Due Date (ARTBAL01)

Account Type [All Customers]
 Age Transactions As Of [2023-10-10]
 Cutoff by Document Date [2023-10-10]
 Print Transactions In [Detail by Document Date]
 Transaction Types [Invoice, Debit Note, Credit Note, Interest, Unapplied Cash, Prepayment, Receipt, Refund, Adjustment]
 Include Contact/Phone/Credit Limit [No]
 Include Space For Comments [No]
 Include Only Customers Over Their Credit Limits [No]
 Include Zero-Balance Customers [No]
 Show Applied Details [No]
 Show Fully Paid Transactions [No]
 From Document Date []
 Sort Transactions by Transaction Type [No]

Customer Number/Name/ Document Type/Number	Doc. Date	Due Date or Check/Receipt No.	Current	1 to 30 Days	31 to 60 Days	61 to 90 Days	Over 90 Days	Total
THORIT RITA THOMAS								
UC UC00000000000000000012	2005-08-17	28	-0.01					-0.01
AD AD0023	2022-02-07	100310						
AD AD0026	2022-02-07	100310						
Customer Total:			-0.01	0.00	0.00	0.00	0.00	-0.01
Report Total:			-0.01	0.00	0.00	0.00	0.00	-0.01
			100.00%	0.00%	0.00%	0.00%	0.00%	100.00%

CR: Credit Note DB: Debit Note IN: Invoice IT: Interest Charge PI: Prepayment UC: Unapplied Cash MC: Miscellaneous Receipt
 AD: Adjustment CF: Applied Credit (from) CT: Applied Credit (to) DF: Applied Debit (from) DT: Applied Debit (to) ED: Earned Discount Taken
 GL: Gain or Loss (multicurrency ledgers) PY: Receipt WO: Write-Off RD: Rounding RF: Refund

Appendix X

2023-2024 Over \$10K Payment Report	
1 st Installment OUSA Membership Fee	\$46,547
2 nd Installment OUSA Membership Fee	\$11,637
Clubs & Associations Website	\$50,000
O-Week Kits including shirts (Both Campuses)	\$189,500
O-Week Entertainment (Programming/Concert) - Wat	\$180,000
O-Week Tech Equipment - Waterloo	\$122,000
O-Week Volunteer Flex Dollars Gift	\$16,500
O-Week FAM Requests (Tables, Chairs, Fencing)	\$12,000
O-Week Food - Waterloo	\$22,000
O-Week Waterloo Security	\$10,000
January Programming - Waterloo	\$10,000
A-Team Concert	\$60,000
A-Term Sherwood Concert Tech	\$25,000
O-Week Entertainment - Brantford	\$70,000
O-Week Food - Brantford	\$55,000
First Responder Training ERT	\$15,500
Year End Volunteer Appreciation Event	\$10,000
Sterling Back Check Membership	\$15,000
O-Week Tech - Brantford	\$10,000
O-Week Facility Rental - Brantford	\$32,000
Staff Retreat/Transition	\$15,000
Compensation Review	\$30,000
Audit Expense	\$25,000
Insurance Expense	\$84,000
Audio Visual Upgrade for Concourse /24 Lounge	\$12,000
SU Points Merch Fall	\$10,000
SU Points Merch Winter	\$10,000

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

Chair of the Board and Chief Governance Officer
Wilfrid Laurier University Students Union
November 1st, 2023

(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.

EVIDENCE

1. The Board of Directors does not and have not given direction to any operational staff member aside from the President & CEO.

I report this section as **COMPLIANT**

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

Chair of the Board and Chief Governance Officer
Wilfrid Laurier University Students Union
November 1st, 2023

(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 struct 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. Only the Board of Directors assigns instruction to the President.

EVIDENCE

1. The only body that has assigned instruction to the President is the Board

I report this section as **COMPLIANT**

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.

EVIDENCE

1. No other entity have given instruction to the President.

I report this section as **COMPLIANT**

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.

OPERAITONAL DEFINITON

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.

EVIDENCE

1. Board decisions do not unnecessarily detract from the ability of Students’ Union employees to perform their job-specific duties.
2. There have been no reports of Students’ Union employees not executing Board decisions that are necessary for its function.

I report this section as **COMPLIANT**

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

Chair of the Board and Chief Governance Officer
Wilfrid Laurier University Students Union
November 1st, 2023

(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 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.

EVIDENCE

1. The Board has taken appropriate action to hold the President fully accountable when responding to their performance regarding Students' Union operations.
2. The Board has shared feedback on operational success and failures to the President at each Board meeting.
3. The Board has followed up on operational failures at subsequent Board meetings and for the President to report back on.

I report this section as **COMPLIANT**

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.

EVIDENCE

1. The Board conducts their performance review of the President strictly regarding organizational accomplishment of Board-stated Ends.
2. There have been no reports of Students' Union actions straying away from the Ends Policies.

I report this section as **COMPLIANT**.

POLICY STATEMENT BMD#2b2b: Avoidance of Board-proscribed means will be viewed as successful Presidential 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 and when they are not, the President takes measures to ensure future EL's are compliant.

EVIDENCE

1. All Executive Limitation policies are in compliance with the exception of proving the Board with quarterly reports. The President has since worked with the Director to Finance to create a report to present to the Board in October.

I report this section as **COMPLIANT**

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, DRO, and Board Secretary.

EVIDENCE

1. The Board of Directors does not give instruction to persons other than the President, an Officer of the Organization, or governance staff, including but not limited to the CRO, DRO, and Board Secretary.

I report this section as **COMPLIANT**.

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.

EVIDENCE

1. The Board does not evaluate any employee of the Students’ Union other than the President.

I report this section as **COMPLIANT**.

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,

Chair of the Board and Chief Governance Officer
Wilfrid Laurier University Students Union
November 1st, 2023

(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.

EVIDENCE

1. The Board has Ends Policies within the Policy Governance manual of the Organization.
2. All policies regarding means exist within the Executive Limitation Policies of the Organization.

I report this section as **COMPLIANT**.

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.

EVIDENCE

1. The Board has set Executive Limitations policies that limit the latitude of the President. These policies outline what the President will not do to achieve the Ends of the Organization as opposed to what they must do.

I report this section as **COMPLIANT**.

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.

EVIDENCE

1. Any attempt to embrace the scope of the previous policies has been justified by the President to the Board’s satisfaction.

I report this section as **COMPLIANT**.

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:

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

EVIDENCE

1. The Board has not set further limitations on the President beyond the Ends and Executive Limitations policies.

I report this section as **COMPLIANT**.

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.

EVIDENCE

1. All Presidential decisions beyond Board control has been binding on the Students’ Union.

I report this section as **COMPLIANT**.

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.

EVIDENCE

1. No entity other than the Board has changed Board policies.

I report this section as **COMPLIANT**

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,

Chair of the Board and Chief Governance Officer
Wilfrid Laurier University Students Union
November 1st, 2023

(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.

EVIDENCE

1. All relevant Governance Processes, Executive Limitations, Ends, and Board-Management Delegations policies are monitored throughout the year as per the Board approved monitoring schedule.

I report this section as **COMPLIANT**.

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.

EVIDENCE

1. All monitoring reports that have been presented to the Board had relevant information in order to assess compliance.

I report this section as **COMPLIANT**.

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.

EVIDENCE

1. The Board receives monitoring reports of every Executive Limitation and Ends policy over the course of the year through the implementation of a Monitoring Schedule. To date, the Board has received every monitoring report that has been scheduled.

I report this section as **COMPLIANT**.

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.

EVIDENCE

1. The Board has tasked KPMG Auditors to assess Presidential compliance. The information is currently on track to be presented upon completion.

I report this section as **COMPLIANT**

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.

EVIDENCE

1. All Board Direct Inspection committees have reported to the Board regarding the compliance of their mandated policy.

I report this section as **COMPLIANT**.

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 or asks for more information/additional clarification.

EVIDENCE

1. The Board has approved all Presidential interpretations in monitoring reports thus far and received additional explanation when requested.

I report this section as **COMPLIANT**.

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.

EVIDENCE

All evidence in past monitoring reports presented to the Board directly relates to the Presidential Interpretation.

I report this section as **COMPLIANT**.

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. I further 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.

EVIDENCE

1. The Board has accepted all reasonable Presidential Interpretations as the standard for compliance.

I report this section as **COMPLIANT**.

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 favored 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 “favored 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.

EVIDENCE

1. The Board has determined the reasonableness of all interpretations and accepted all Presidential Interpretations thus far with this fact in mind.

I report this section as **COMPLIANT**.

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.

EVIDENCE

1. Evidence from both campuses have been included in monitoring reports, when applicable.

I report this section as **COMPLIANT**.

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.

EVIDENCE

1. The Board accepted a monitoring schedule that has been followed throughout the year.

I report this section as **COMPLIANT**.

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,

Chair of the Board and Chief Governance Officer
Wilfrid Laurier University Students Union
November 1st, 2023

(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 last week of September.*

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 last week in September

EVIDENCE

1. The Board completed a mid-year review of the President during the October 2nd, meeting.

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

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 Board in an in- camera session, and the Executive Director facilitates the meeting.

EVIDENCE

1. The midterm performance meeting of the President took place on Wednesday October 11th, 2023 with the review of the Chair and the Board and was led by Chair Abu-Rshaid with the Executive Director and COO Phil Champagne.

I report this section as **COMPLIANT**.

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 meeting of March, and the information is shared with the President accordingly.

EVIDENCE

1. The Board performance review for the President will occur during the second March meeting.

I report this section as **COMPLIANT**.

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.

EVIDENCE:

1. The midterm performance meeting of the President took place on Wednesday October 11th, 2023 with the review of the Chair and the Board and was led by Chair Abu-Rshaid with the Executive Director and COO Phil Champagne.

I report this section as **COMPLIANT**.

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

EVIDENCE

1. The President has not responded to the mid-year review within fourteen days (14) and has until November 13, 2023 to respond to the Board in writing.

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