



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

Location: Hybrid
Date: April 12, 2023
Time: 7:30 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 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
7:32 PM	2 mins	Call to Order and Indigenous land acknowledgement	adm	Chair Del Giudice	
7:34 PM	1 min	Regrets	adm	Chair Del Giudice	GP #2c.8
7:35 PM	1 min	Conflicts of Interest	adm	Chair Del Giudice	GP #2c.2
7:36 PM	2 mins	Adoption of Agenda	D	Chair Del Giudice	
		MOTION that the Board of Directors adopt the agenda as presented.			
7:38 PM	15 mins	Student Affairs Advisory Agreement	D	Chair Del Giudice	
		MOTION that the Board of Directors adopt the recommendations presented			
7:53 PM	5 mins	Adoption of Consent Agenda: BMD #1 - Global Board Management Delegation BMD #2a - Unity of Control BMD #2b - Accountability of the Present BMD #2c - Delegation to the Present BMD #2d1 - Monitoring Executive Performance BMD #2d2 - Monitoring Executive Performance Feedback Ends Policy	D	Chair Del Giudice	
		MOTION that the Board of Directors adopt the consent agenda as presented			
7:58 PM	4 mins	Comments from the Chair of the Board & CGO	fi	Chair Del Giudice	
8:02 PM	4 mins	Comments from the President & CEO	fi	President Symington	
8:06 PM	4 mins	Comments from the Executive Director & COO	fi	ED Champagne	
8:10 PM	8 mins	Ownership Linkage Committee Final Summary Report	D	Chair Del Giudice	GP #2g1
8:18 PM	8 mins	Operating Procedures Agreement Extension Request	D	ED Champagne	
8:26 PM	10 mins	2023-2024 Governance Budget Approval	D	Chair Del Giudice	EL #2d, 11
		MOTION that the Board of Directors approve the Governance Budget for 2023-2024			
8:36 PM	30 mins	2023-2024 Operations Budget Approval	D	Chair Del Giudice	GP # 2h, 1f
		MOTION that the Board of Directors approve the Governance Budget for 2023-2024			
9:06 PM	10 mins	Laurier Senate Vacancies	fi	Chair Del Giudice	
9:16 PM	2 mins	Announcements	fi	Chair Del Giudice	
9:18 PM	2 mins	Action Items Summary	adm	Chair Del Giudice	
9:19 PM	1 min	Adjournment	adm	Chair Del Giudice	
		MOTION that the Board adjourn the April 12, 2023 meeting			
Total 1hr 49mins					

LEGEND:

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

Wednesday, April 12, 2023

Motion

To endorse entering into a new Student Affairs Advisory Agreement (SAAA) with the Wilfrid Laurier University for a period of up to 5 years as defined in the Agreement.

History

The original Student Affairs Administrative Agreement between the University, the Union, and the Association was signed in 1999, and outlined the allocation of the "Comprehensive Student Services Fee" ("CSS Fee") to support specific Student Affairs departments each semester to enhance the student experience at the University. Main components of the current agreement are:

- The stewardship of the funds collected including a reserve/stabilization fund and a special initiatives fund
- The creation of the Student Affairs Advisory Council (SAAC) with representatives from all parties to oversee the stewardship of the funds
- The allocation of facilities for the exclusive use of Student Affairs departments
- A commitment to a 50/50 funding model between the CSS fee and University baseline contributions
- An agreement on the use of sponsorships, grants and donations

With the advent of the Student Choice Initiative in 2019 the University & the student groups collaboratively unpacked the CSS Fee and split the one fee into 4 separate fees for 2 simple reasons, the first was to become compliant with the legislation and the second was to protect the priorities of the Student Affairs Advisory Council. The four fees were as follows,

- The Laurier Academic Support Fee,
- The Laurier Athletics & Recreation Fee,
- The Laurier Career Services Fee &
- The Laurier Health & Wellness Fee

Since the Student Choice Initiative is no longer the law of the land, we have made the collective decision to pack those fees back into the Comprehensive Student Services fee (CSS) for the upcoming academic year.

Worth Noting

As the University went through periods of financial challenge, cuts were made to budgets and the student contribution held to the 50/50 model. After several years of this, it created a significant gap in funding for students services compared to their peers at other institutions. What follows is our proposal to do just that and alter the historical model to better address the current and future realities for students at Laurier.

To address the gap to the average, the SU and the GSA agree in principle to close the gap with a one-time increase of \$111 and an annual increase over the course of the agreement of up to 9%.

This investment will drive a fundamental change to the agreement where the **50/50 funding strategy will be replaced** with a new funding model that will start at a 65/35 split (student fees/University contribution) and build towards a 75/25 split.

The new agreement sees the development of new positions specific to Student Affairs and prioritizes new staff specialists in the areas of Communications, Development and Financial Analysis. We fundamentally believe that these positions need to report directly into Student Affairs to highlight and emphasize the needs of the department and the work it does to maintain a level of excellence in the field of student experience.

To address a need for change in the accountability model aligned with the new funding model, changes will be made to the structure of Student Affairs. Those changes are:

- New SAAC meeting schedule and scope
- The Students' Union will have new and continued representation throughout Student Affairs as follows
 - representation into the Student Affairs Leadership Team (SALT) outlined on pages 6
 - representation with the establishment of the new Student Affairs Executive Group (SAEG) outlined on page 4
 - representation in the Student Affairs Advisory Council outline on page 3
- Student Affairs Leadership Team (SALT) to include the GSA & Students' Union Presidents,
- Concept is to include students into the decision making process at the outset of conversations

A new financial strategy will be employed, which will include:

- Balance of 5% held as a reserve to ensure that fees are spent year over year on the student experience
- In addition to the reserve, a hold will be placed on \$1,000,000 per year for one time initiatives
- Yearly rollovers will stay available for Student Affairs use and not be allocated outside of the department
- Positions funded through student fees will not be held in a hiring pause
- The SAAA has been traditionally renewed every 5 years, but because this new agreement has deviated from the traditional model this one is set for 1+1+3 year agreement so we can be more fluid in navigating the new landscape of Student Affairs at Laurier

Action Required

- Majority vote of yes is required to accept the agreement
- Signatures of the Chair of the Board & CGO, the President & CEO & the Executive Director & COO

STUDENT AFFAIRS ADMINISTRATION AGREEMENT

This Agreement made this ____ day of _____, 2023.

BETWEEN:

WILFRID LAURIER UNIVERSITY

a non-profit corporation incorporated under a Special Act of the Province of Ontario

("Laurier" or "University")

-and-

WILFRID LAURIER UNIVERSITY STUDENT'S UNION

a non-profit corporation without share capital incorporated under the laws of the Province of Ontario

("Union")

-and-

WILFRID LAURIER UNIVERSITY GRADUATE STUDENTS' ASSOCIATION

a non-profit corporation without share capital incorporated under the laws of the Province of Ontario

("Association")

WHEREAS the parties desire to enter into an Agreement to deal generally with the operation, finances, and management of the University's Student Affairs Department.

NOW THEREFORE in consideration of the mutual covenants contained herein and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties acknowledge and agree as follows.

1. Purpose

- a. As per the original agreement between the University, the Union, and the Association in 1999, the University will collect fees from each student, which are referred to as the "Comprehensive Student Services Fee" ("CSS" or "CSS Fee"). These funds will be allocated to support specific Student Affairs departments each semester to enhance the student experience at the University. This Agreement serves to outline the stewardship of the funds collected and details the commitment of all parties to strive for

the strongest student experience possible. The ongoing evaluation and assessment to each unit will foster a culture of continuous improvement to benefit all students. The parties commit to ensuring opportunities for student employment where possible. The parties confirm that this Agreement aligns with University, Union, and Association governing documents. The Student Affairs departments that are governed by this Agreement will collaborate with the Union and Association during policy review and creation where such policies have direct impact on the students using the services provided.

2. Duration of Agreement

- a. Subject to any right of revision or renewal described in this Section 2, this Agreement will be in force for one (1) year, commencing May 1, 2023, to April 30, 2024 (the "Term"). The Term of this Agreement will be automatically extended for up to one (1) additional one (1) year term, and then one (1) additional three (3) year term unless, no later than three (3) months before the end of the term in question a party notifies the other parties in writing of their wish to review and renegotiate the terms of the Agreement.
- b. This Agreement may be amended by unanimous consent of all the parties. Upon the receipt of notice from any party, or in advance of the expiry of a renewal term, the parties shall agree to strike a committee to commence negotiations and to make recommendations regarding any renewal of this Agreement, including the terms of same.
- c. The parties acknowledge and agree that any amendment or renewal of the terms hereof shall require approval of the University, the Union Board of Directors, and the Association Board of Directors.
- d. The parties agree that by execution of this Agreement that the preceding agreement dated the 1st day of May, 2018, between the parties is hereby revoked and cancelled.

3. Management and Decision Making for Student Affairs

- a. Oversight for the management and decision making of Student Affairs at Laurier shall be divided into two bodies: 1) the Student Affairs Advisory Council ("SAAC"), and 2) the Student Affairs Executive Group ("Executive Group"). Both SAAC and the Executive Group shall work with the Student Affairs Leadership Team ("SALT") on day-to-day operations of Student Affairs, which is outlined below in Section 4 of the Agreement.

b. Student Affairs Advisory Council ("SAAC")

- i. SAAC is the body responsible for budget and financial oversight, human resource consultation, ensuring the compliance of all parties to this agreement, and for approving recommendations made by the Executive Group. It is also tasked with ensuring effective communication and providing high level advisory support for Student Affairs departments.
- ii. Structure
 - 1. The SAAC shall be comprised of:
 - a. Six (6) Voting Members and three (3) Non-Voting Members from the University:
 - i. Voting Members comprised of Student Affairs representatives as designated by the Vice President, Student Affairs.
 - ii. Non-Voting Members comprised of the Vice President, Student Affairs, and two (2) University representatives as designated by the Vice President, Student Affairs.
 - b. Three (3) Voting Members from the Union:
 - i. Comprised of the Union President, the Executive Director of the Union, and one (1) additional representative as designated by the Union President.
 - c. Three (3) Voting Members from the Association:
 - i. Comprised of the Association President, the Executive Director of the Association, and one (1) additional representative as designated by the Association President.
 - iii. Administrative support for the SAAC will be provided by the Office of Student Affairs.
 - iv. Any changes to the membership can be modified at the discretion of the SAAC with unanimous support. Any changes to the composition must adhere to an equal number of voting representatives between the University representatives and the student representatives of the Union and Association combined and agreed upon with unanimous support from the committee.
 - v. Meetings
 - 1. Meetings shall be held following the schedule set out in Appendix "A" – SAAC Meeting Schedule.

2. Meetings may be held in-person, remotely via video conference technology, or in a hybrid in-person and remote format.
 3. Minutes shall be recorded and be available to the parties upon request.
 4. A document repository for SAAC to store agendas, minutes, and other documents, in digital and physical formats, shall be maintained by the Office of Student Affairs.
 5. Decisions of the SAAC shall be by majority vote. In the instance of a tie, the motion fails. Any resolution to implement or increase a fee to be levied upon, or to substantially change a service that is offered to the members of the Association or Union must be supported by all voting SAAC members of the applicable student government who attend the meeting.
 - a. Electronic voting may be utilized where necessary, but shall only occur after a meeting is held to discuss the vote in question and shall comply with all other requirements of this Agreement. The Office of Student Affairs shall provide the administrative support to manage the electronic voting process.
 6. Quorum shall be eight (8) of which there must be at least four (4) voting members representing the University and two (2) voting members representing the Union, and two (2) voting members representing the Association. Designates may be used under extenuating circumstances to achieve quorum.
- vi. Specific Duties of the SAAC
1. Review of this Agreement as necessary;
 2. Ensure the management of the Student Affairs departments follow this Agreement.
 3. Manage the budget process, review financial reports, and review and approve all major proposals, especially those that have a budget impact or significantly change the service to students.
 4. Create a cyclical review process for the Student Affairs departments.
- c. **Student Affairs Executive Group (the "Executive Group")**
- i. The Executive Group is a steering group made up of Student Affairs and student group leaders and is structured to foster consultation and feedback from the Union and

Association on University initiatives and the strategic mission of the Student Affairs department.

- ii. The Executive Group shall be composed of: VP Student Affairs, Dean of Students (Waterloo and Brantford), the Associate Director, Strategic Operations & Special Projects, and the Executive Directors of the Union and Association. The Presidents of the Union and Association may be consulted by the Executive Group and included in any meetings as necessary.
- iii. The Executive Group shall have the power, upon unanimous decision of its members, to:
 1. make decisions with respect to the management of resources and operations within Student Affairs; and
 2. approve the use of reserve funds.provided that such decisions do not exceed the thresholds described below in subsection 3(c)(iv).
- iv. The Executive Group shall seek approval from SAAC where:
 1. a resource or operational decision has a significant budget impact, which is defined as:
 - a. a decision that has a base budget impact (i.e., a multi-year budget commitment); or
 - b. a decision which by itself, or together with previous expenditures approved by the Executive Group within the then current budget year, has a total monetary value greater than \$100,000.
 2. there is a significant strategic issue or change in direction sought (such as a new shift in strategy, resource allocation, etc...);
 3. or where any member of the Executive Group requests such consultation with SAAC.
- v. The Executive Group shall record the outcome of any decisions made by the group (including any decisions reached informally via email, or other means of communication) and regularly provide updates to SAAC of matters being discussed by the Executive Group and any decisions made by the group. Such updates will be recorded in the minutes of SAAC meetings.

4. Operations

- a. Student Affairs Leadership Team ("SALT").
 - i. SALT is composed of:
 - 1. all Laurier employee's who directly report to the VP, Student Affairs;
 - 2. Laurier leaders and staff who, at the VP, Student Affairs' discretion, may be appropriate to include in SALT; and
 - 3. The Presidents of the Union and Association and one additional representative from each of the Union and Association as designated by their respective Presidents.
 - ii. SALT shall be responsible for coordination of day-to-day operations of the Student Affairs department, which includes continuous improvement initiatives, and consultation with the Executive Group and SAAC, as applicable, on any decision making, strategic initiatives, or operational procedures.
- b. Organization Structure
 - i. Included in this Agreement is Appendix "B," which illustrates the organization reporting structure for most senior positions in Student Affairs. SAAC shall serve as the official body to make recommendations to support Student Affairs of the University regarding any organizational structure changes to the positions noted in Appendix "C" – Student Affairs Professionals. Approval shall align with the procedure outlined in Appendix "D" – Student Affairs Human Resources Procedures.
- c. Facilities
 - i. The University shall allocate to the exclusive use of the Student Affairs departments dedicated space to meet the reasonable space requirements of Student Affairs, including ancillary services. These spaces will be consistently governed by the overall University space requirements and policies.
 - ii. Department managers as outlined in Appendix "B" must receive SAAC approval for any change in service and programming that requires additional or enhanced space prior to making a space request through the appropriate University procedures.
 - iii. SAAC shall endeavour to continuously assess the space needs and use patterns of Student Affairs, including ancillary services, and such assessments shall occur at least once per year.

5. Finances

- a. The CSS Fee shall contribute sixty-five percent (65%) of the total budget needs for the Student Affairs departments supported by the CSS Fee. The University shall contribute the remaining thirty-five percent (35%).
- b. The CSS Fee Schedule
 - i. The CSS Fee Schedule is attached hereto as Appendix "E1."
- c. Budget Development and Approval
 - i. An annual budget for Student Affairs shall be developed in accordance with Appendix "E" – SAAC Budget Development and Approval Process.
- d. Facilities
 - i. The key leaders in Student Affairs as outlined in Appendix "C" must present a proposal to SAAC inclusive of estimated cost impacts for any renovations or acquisition of new space for approval. The proposal must detail sources of funding for the renovation, revenue generation (if relevant), and associated financial impacts including recognition of any longer-term financial impacts of operating budgets.
 - ii. Departments of Student Affairs should use revenue from facility rentals for external groups to generate revenue for their specific department while maintaining priority access for students. These activities must adhere to the Space Booking policy of the University.
 - iii. The Parties agree that after the execution of this agreement, they will, through the Executive Group and in consultation with SAAC, enter into discussions addressing concerns about access to and use of student allocated space.
- e. Revenue Generation
 - i. There are fees charged to students for services provided within the Student Affairs departments that are not included in the CSS Fee. These fees are approved first by SAAC, then by the Committee on Non-Tuition Fee Assessment, and finally by the University Board of Governors. They are categorized as either compulsory non-tuition fees or non-compulsory non-tuition fees. These fees are intended to be used as cost-recovery for the specific service.
 1. The Parties agree that after the execution of this Agreement they will prioritize the review and assessment of all existing "cost recovery" fees with

the aim of reducing or eliminating these fees to the greatest extent possible.

- ii. In the event of budget cuts imposed by the University, revenue collected from the compulsory non-tuition fees, student tickets for events, or service access fees shall not be used to offset the budget cuts across the Student Affairs departments unless recommended by the Executive Group and approved by SAAC.
- f. Sponsorship/Grants/Donations
- i. For funding granted through government envelopes directly to Student Affairs departments, allocation of such funding shall be decided collectively by SAAC based on priorities agreed upon by the University, Union, and Association.
 - ii. It is understood that these government funding envelopes count as part of the University's baseline contributions.
 - iii. CSS Fee contribution may be matched or adjusted relative to any funding envelope changes with the approval of SAAC.
 - iv. The Vice President, Student Affairs, shall inform SAAC, if knowledgeable, of any upcoming funding opportunities to be pursued by the University and initiate any request to formalize the arrangement with SAAC.
 - v. The Parties agree that after the execution of this agreement, they will, through the Executive Group and in consultation with SAAC, enter into discussions around the evaluation and restructuring of how funding contributions impact baseline contributions.
- g. Reserve/Stabilization Funds
- i. If in any year the CSS Fee revenues collected are greater than the 65% contribution of the approved budget, such excess shall be identified as a reserve fund. If CSS Fee revenues collected fall below the 65% contribution of the approved budget, this reserve fund shall be utilized to compensate for the shortfall. In such a situation, the Executive Group will discuss any shortfall and bring recommendations to SAAC for approval.
 - ii. The SAAC Reserve Fund protocol is outlined in Appendix "E."
- h. Student Experience Enhancement Fund
- i. An annual allocation for special initiatives has previously been established through the Dean of Students Office.
 - ii. These funds will be managed by the Dean of Students and a representative from the Union and the Association. Once

the existing funds are spent or allocated, the parties agree to draw from the reserve previously set out for Special Initiatives.

- iii. The second portion of the allocated fund will be dedicated to service enhancement of the Student Affairs departments that the CSS Fee supports. The criteria are detailed in Appendix "F" – Special Initiatives.

6. Dispute Resolution

- a. The parties agree that the following dispute resolution mechanisms shall apply to any disputes flowing from this Agreement with the exception of any matters governed by Appendix "D", Student Affairs Human Resources Procedures.
- b. The parties agree to discuss and use reasonable efforts to resolve any disputes relating to this Agreement. Initial discussions relating to disputes will be held by the Executive Group members. In the event that the dispute cannot be resolved or where the issues involve significant institutional or operational concerns, the University, Association, and Union Presidents will attempt to negotiate a resolution.
- c. If the matter cannot be resolved as set out in a., the parties agree to seek to resolve the dispute or controversy through mediation before pursuing any other proceedings. Nothing herein shall preclude any party from seeking injunctive relief in the event that the party perceives that without such injunctive relief, serious harm may be done to the party. Any party to the dispute may serve notice on the others of its desire to resolve a particular dispute by mediation. The mediator shall be selected by agreement between the parties or, if the parties cannot agree within five days after receipt of the notice of intention to mediate, the mediator will be chosen by a random drawing from amongst the pool of mediators proposed by the parties. The mediation will be held at Waterloo, Ontario. The parties agree to attempt to resolve their dispute at mediation. If the dispute has not been resolved within sixty (60) days of the notice of desire to mediate, any party may terminate the mediation and proceed to arbitration as set out below. The parties shall equally share the costs of the mediator.
- d. Subject to the provisions set out above, if any dispute or controversy occurs between the parties relating to the interpretation or implementation of any of the provisions of this Agreement, the dispute will be resolved by arbitration. Any Party may serve notice of its desire to refer a dispute to arbitration. The arbitration shall be conducted by a single arbitrator, with the same

selection process for the arbitrator as used for the mediation process outlined above. The arbitration shall be held in Waterloo, Ontario. The arbitration shall proceed in accordance with the provisions of the *Arbitration Act*, Ontario. The decision arrived at by the arbitrator shall be final and binding and no appeal shall lie therefrom. Judgement upon the award rendered by the arbitrator may be entered in any court having jurisdiction. The costs of the arbitrator shall be divided equally between the parties.

7. Conflicts with Operating Agreements

- a. The University has entered into an Operating Procedures Agreement with the Union effective May 1, 2016, and an Operating Procedures Agreement with the Association, effective September 1, 2022, individually referred to as an "OPA." In the event of a conflict between this Agreement and an OPA, the terms and conditions of the OPA shall apply.

8. Appendices

- Appendix "A" – SAAC Meeting Schedule
- Appendix "B" – VP Student Affairs and Direct Reports
- Appendix "C" – Student Affairs Professionals
- Appendix "D" – Student Affairs Human Resources Procedures
- Appendix "E" – SAAC Budget Development and Approval Process
- Appendix "F" – SAAC Special Initiatives

IN WITNESS WHEREOF the parties have set their seals over the signatures of the duly authorized officers thereon on the date first set out above.

WILFRID LAURIER UNIVERSITY

Per: _____
Deborah MacLatchy, President & Vice-Chancellor

Per: _____
Ivan Joseph, Vice President, Student Affairs

WILFRID LAURIER UNIVERSITY STUDENTS' UNION

Per: _____
Shane Symington, President and Chief Executive Officer

Per: _____
Francesco Del Giudice, Chair, Board of Directors

Per: _____
Phil Champagne, Executive Director & Chief Operating Officer

WILFRID LAURIER UNIVERSITY GRADUATE STUDENTS' ASSOCIATION

Per: _____
Jeremy Wagner, President & Chief Executive Officer

Per: _____
Sarah Ranco, Chair, Board of Directors

Per: _____
Ellen Menage, Executive Director & Chief Operating Officer

Glossary of Terms

- a) "Agreement" shall mean this Agreement and the Appendices and any renewals hereof;
- b) "Board of Governors" shall mean the Board of Governors of the University as provided for under the Act;
- c) "Brantford Campus" shall mean the real property owned or leased by the University and the buildings and other structures thereon in the City of Brantford, Ontario;
- d) "Waterloo Campus" shall mean the real property owned or leased by the University and the buildings and other structures thereon in the City(s) of Kitchener-Waterloo, Ontario;
- e) "Concourse" shall mean the area located between the Fred Nichols Campus Centre, the Alvin Woods Building, and the Arts Building, on the Waterloo Campus;
- f) "Department" shall mean a division or sub-unit of the University or one of its faculties;
- g) "Fiscal Year" shall refer to the period commencing on the 1st day of May of one year and ending on the 30th day of April in the following year, composed of three academic terms (fall, winter, and spring/summer);
- h) "Graduate Student" shall have the meaning as defined by the University Board of Governors from time to time;
- i) "Multi-campus" shall mean a multi-community approach where the University is physically located in several different geographical locations but remains under one arching management and governance structure;
- j) "LEAF" shall mean the Laurier English for Academic Foundations Program at the Brantford Campus. There are not Undergraduate Students and not members of the Union. LEAF students, however, are eligible to receive some services provided by the Union and required to pay the applicable fees relating to those services, as well as the CSS Fee;
- k) "One Card" shall mean the integrated WLU I.D. card and payment services;
- l) "FAM" shall mean the Facility and Asset Management Department of the University;
- m) "Party" or "Parties" shall mean the Association, the Union, and the University;
- n) "Senate" shall mean the Senate of the University as provided for under the Act;
- o) "Student Affairs" shall refer to the Student Affairs department of the University;

p) "Undergraduate Student" shall have the meaning as defined by the University Board of Governors from time to time.

Appendix "A"

SAAC Meeting Schedule

Meetings shall be held in accordance with the schedule outlined below. Issues for discussion shall focus on all matters associated with Student Affairs including but not limited to: identification of student needs, issues and trends, quality of student life, service and support, communication with students, student success, learning, engagement, accessibility, diversity, financial accountability, and assessment. Human Resources updates should be provided at each meeting as they relate to organization changes, including for those employee positions outlined in Appendices C or D.

The Parties shall establish a schedule for meetings for each fiscal year within thirty (30) days following commencing of the Fiscal Year. These meetings should adhere to the following guideline:

1. First Meeting

- a. **Focus:** Non-essential fee review and budget planning
- b. **Timing:** January

2. Second Meeting

- a. **Focus:** Year-end Wrap Up and Review
- b. **Timing:** April

3. Third Meeting

- a. **Focus:** New Staff On-boarding
- b. **Timing:** May

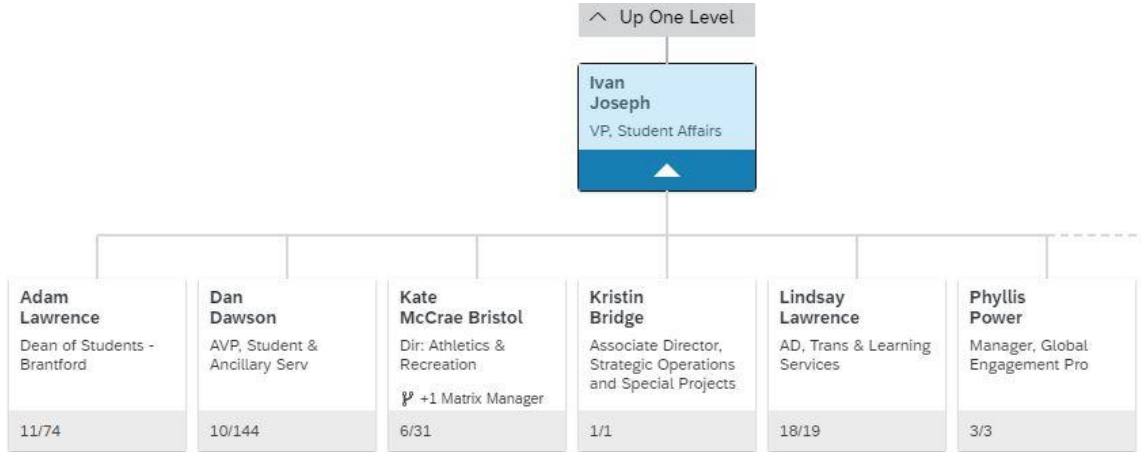
4. Fourth Meeting

- a. **Focus:** Financial Update, Budget to Actuals and other items as needed.
- b. **Timing:** October or November

The Parties acknowledge and agree that the timelines for the SAAC meetings outlined above are meant only as guidelines, and as such, the timing may shift as needed to meet the "Focus" goals of each meeting.

Any Party may request in writing that a SAAC meeting be held "ad-hoc," with the topic of the meeting to be set by the requesting Party. The date, time, and type of meeting (i.e. virtual or in-person) shall be as agreed between the Parties, but shall take place no later than fifteen (15) days following the receipt of such request.

Appendix "B" VP Student Affairs and Direct Reports



The above chart is subject to change. The current positions and people can be found in Laurier's internal employee directory (aka Delve), accessible by SA staff and select leaders of the Union and Association.

Appendix "C"
Student Affairs Professionals

The Student Affairs Professionals referenced in this Agreement shall include all employees or staff that are at the management level or higher within any Student Affairs department and shall include any person in an "acting" or temporary role.

Appendix "D"

Student Affairs Human Resources Procedures

Background

The intent of this Appendix is to establish a consultation and collaboration model for oversight and accountability of Student Affairs senior leaders to the parties to this Agreement, and to facilitate the Union's and Association's involvement in the processes outlined below. However, notwithstanding the collaborative spirit and function of this Appendix, the parties acknowledge and agree that the University shall remain solely responsible for the employer-employee relationship of Student Affairs employees, including but not limited to any matters involving benefits, taxes, insurance, and final decisions regarding hiring, discipline, and termination.

Recruitment, Selection and Evaluation

Whenever a change is anticipated in the positions referenced in Appendix "C," the process outlined in this Appendix shall be initiated.

In addition, any changes to the senior positions in the Student Affairs ancillary units that are directly funded by student fees will also follow these procedures. Given that some departments have more than two layers of management positions, those situations should be at minimum brought forward for discussion to determine the appropriate level of student involvement in the selection process. This Appendix is intended to supplement and support all of the existing procedures and policies of the University's Human Resources department, inclusive of confidentiality requirements or any agreements related thereto, and shall function in accordance with any legal requirements imposed on the University with respect to its employees.

The parties to the Agreement acknowledge and agree that notwithstanding the provisions of this Appendix "D", all hiring and compensation decisions are subject to broader University policies, practices, and restrictions, which may be in place from time to time, including any legal restrictions on hiring and compensation imposed by government. Notwithstanding the above, any position funded through the reserve shall not be restricted by broader University hiring pauses and shall not be unduly delayed as a result.

Review and Approval

- the job description and mandate shall be reviewed and approved by SAAC prior to the commencement of the position search process;
- in consultation with the respective President of the Union and the Association, an appropriate search timeline will be developed and approved;
- the search committee (the "Committee") shall be established, of which 50% of the members shall be students;
- student representatives of the Committee shall be appointed by the Presidents of the Union and the Association;
 - if the Department has suggestions for student representatives to be part of the Committee, they should recommend those to the Presidents, where appropriate, for their approval;
- the final assessment and recommendations of the Committee shall be provided to the hiring manager unless specified otherwise at the beginning of the interview process;
- for greater clarity, the Committee's role shall be advisory only and the ultimate hiring decision shall lie with the hiring manager of the position in question.
- There may be unique requirements for any position within the Student Affairs structure that falls under the scope of the Faculty Collective Agreement. In that case, all of the contractual requirements of the collective agreement must be followed.

In the event a management position within Student Affairs will not be open for interviews, including but not limited to a secondment or a limited term appointment, SAAC should be made aware of the appropriate process. A formal approval from SAAC should be completed before any process is initiated.

Compensation

The compensation framework is provided for within University policy and/or collective agreement provisions. Salaries are established using a job evaluation system for the various employee groups within the University and the compensation packages inclusive of benefits are administered through the University Human Resources department.

Recruitment and Selection

1. **Vice President, Student Affairs** – The procedure for the selection and recruitment of the Vice President, Student Affairs is led by the President of the University. The University shall consult with the

President of the Union and the President of the Association for their input into the process for the recruitment of this position.

2. **Management Positions** – The Vice President, Student Affairs, or the most senior person in the relevant Department shall be responsible for the recruitment and selection of all Management positions referred to in Appendix D using the procedure as outlined in this Appendix.
3. **Positions not governed by Appendix D** – It is understood that the selection process for non-management positions is described in the collective agreement between the University and WLUSA and in related University human resources policies.

Performance Evaluation

1. **Vice President, Student Affairs** – It is understood that the position of Vice President, Student Affairs, is evaluated and reviewed in accordance with the University Senior Executive Performance Assessment Program. The Presidents of the Union and the Association shall be formally invited near the conclusion of their term in April, by University Human Resources or the University President to submit feedback on the performance of the incumbent to be used in the following evaluation.
2. **Management Positions** – It is understood that management positions will be evaluated and reviewed in accordance with the University Managerial Group Performance Assessment Program. The President of the Union and of the Association shall be formally invited near the conclusion of their term in April by the Vice President, Student Affairs, to submit feedback on the performance of any incumbent to be used in the following evaluation.
3. **Positions not listed in Appendix D** – It is understood that the review process for non-management positions will be followed in accordance with the collective agreement between the University and WLUSA and in any other related University human resource policies.

Appendix "E"

SAAC Budget Development and Approval Process

SAAC members will work together to develop the annual operating budget for Student Affairs for recommendation to the University's budget committee and to the Board of Governors for final approval.

Student Affairs department managers shall provide budget presentations upon request. The University shall provide SAAC with an eight-month variance summary and a year-end report for Student Affairs, based on the following:

- The six-month period ending November/December;
- The six-month reports shall be prepared by the Manager, Student Affairs Financial Planning & Analysis within one month of the closing of the period and shared at the next following SAAC meeting;
- The year-end report shall be sent by the Associate Director, Strategic Operations and Special Projects with sixty (60) days following the conclusion of the fiscal year;
- A comprehensive projection (matrix) of the CSS Fee will be maintained as referenced in Appendix "E1".

The Associate Director, Strategic Operations and Special Project, shall maintain a comprehensive list of all user fees charged by all units of Student Affairs. SAAC shall review this list annually through the operating budget process. Any changes to the list of user fees must be approved by SAAC.

The ancillary departments of Food Services, Residence, Conference Services, and OneCard shall maintain a "zero net effect" on the Student Affairs operating budget supported by the CSS Fee.

SAAC Reserve Fund Protocol

- The Associate Director, Strategic Operations and Special Projects will regularly monitor the spending by units within Student Affairs and notify the Executive Group and SAAC if a significant deficit occurs. The Executive Group and SAAC will consider the cause of the deficit upon request and determine if the expenditures may be included within the approved budget. The default position will be any deficit will be assumed by the University department.
- New initiatives of SAAC may be funding singularly or in combination with the University when appropriate.
- The Executive Group shall have the authority to approve access to the reserve fund on a limited basis, as outlined earlier in this Agreement. At any time a member of the Executive Group may refer any question or

matter regarding reserve fund access to SAAC. Any use of the reserve fund shall be consistent with the mission, mandate, and principles of the Union and Association and acceptable University purposes.

- Disbursement of the reserve fund by the Executive Group shall be approved on a unanimous basis by all Executive Group members. Disbursements of the reserve fund by SAAC shall be approved by a simple majority vote of the Union and Association voting members of SAAC.
- The Parties hereto shall conduct an annual review of the revenue projections as set out in Appendix E1 with the intent to avoid or reduce deficits and maintain the integrity of the reserve fund.

Appendix "E1"
CSS Fee Projection Summary Matrix

Fiscal Year	Fee FTE	One Time Bump FTE	Value Increase	per 1/2 Credit	One Time Bump / 5
2022-23	\$237.05			\$47.41	
2023-24	\$369.38	\$111.00	\$21.33	\$73.88	\$22.20
2024-25	\$402.63		\$33.24	\$80.53	
2025-26	\$438.87		\$36.24	\$87.77	
2026-27	\$478.36		\$39.50	\$95.67	
2027-28	\$521.42		\$43.05	\$104.28	

Appendix "F" **SAAC Special Initiatives**

SAAC will create an annual allocation through the operating budget process for special initiatives that will be funded by the CSS Fee directly. There will be separate values created for each campus (Waterloo and Brantford) which will be proportionate to the resources available from the SAAC Reserve Funds as described in Appendix E.

Requests for support may come from two distinct areas. Each campus will set aside a percentage of those funds to directly fund student initiatives, which has been approximately 30% of the total for each campus. The balance of the funds available will be available for overall service enhancements for the Student Affairs departments.

In all cases, and financial support allocated through the Special Initiatives is confirmed through the voting structure as outlined Appendix E.

Student Initiated Enhancements

Student requests for support will be coordinated through the respective Dean of Students office (DoS). The DoS will collect requests for funding and convene a meeting of the presidents of the Association and the Union to review the applications. Decisions will be by consensus and distribution of the funding will be coordinated by Student Affairs. Projects or requests should be completed within the fiscal year that the funding was provided. Enhanced criteria for decision making may be developed by the group to provide clarity for the fund.

Service Enhancements within Student Affairs

The Student Affairs leaders may request service enhancements directly through this fund. These requests are often directly related to initiatives that are created within a fiscal year and are not eligible for funding through the traditional budget developments process.

Initiatives of this nature are often 'pilot projects' that can be reviewed at a specified interval for more permanent implementation, and may be funded completely or in partnership with another funding source.



BRIEFING NOTE FOR THE BOARD OF DIRECTORS OPA 1 Year Extension with Wilfrid Laurier University

Wednesday, April 12, 2023

Motion

To endorse entering into an extension of the Operating Procedures Agreement (OPA) with Wilfrid Laurier University for a period up to 1 year in order to buy time to renegotiate the full agreement.

Summary

Renegotiating the new SAAA took more time than anyone anticipated and has brought us to the end of another academic year where work on the OPA has only scratched the surface. We are asking for permission to extend this workable agreement by no more than one more year, so that we can take the time to thoughtfully go through the document and ensure it works for both the students and institution.

Operating Procedures Agreement

The OPA defines the business relationship between the Students' Union and the University and clarifies roles and responsibilities for each party as they relate to recognition, representation and operations.

- The OPA has been traditionally renewed every 5 years. The term of the previous agreement ended in April 2016 however due largely to the introduction of the RCM budget model, and transition with senior leadership representatives in the Finance & Admin area inclusive of Facilities & Asset Management, it was finalized for approval in December of 2018;
- The current document fully incorporates the multi-campus nature of the relationship between the two parties and provides transition language to contemplate the future development of defining the role of the Students' Union in Milton;
- The format of the OPA incorporates a more succinct agreement (there were separate agreements for each campus) with a series of appendices that are more dynamic and can be updated more frequently to ensure accuracy within the overall term;
- There are enhanced sections to clarify expectations related to confidentiality with respect to information sharing, screening of employees and volunteers, electronic communication to their members, campus safety, as well as operations;
- There are clear expectations related to booking of space and accountability for Clubs, termination clauses and dispute resolution between the parties;
- There is consistency in both principle and operations between campuses which has been a major focus of the new appendices;
- The development of a comprehensive appendix for Facilities & Asset Management (FAM) Operations took into consideration the use of space within the two student centres and recognized a commitment to student interaction and study space. This review led to the creation of a unique formula by campus to allocate costs consistent with the cost recovery principles of the RCM budget principles;

Appendices to the agreement include: Student Staff and Volunteer Screening, FAM Operations, Logos and Trademarks, Food & Beverage Services, Vending Services, ICT Service Level Agreement, and Line of Credit Compliance;

Recommendation

Since the agreement was renewed there have been no significant concerns or challenges and as such it is our recommendation that we move forward with another one year extension for the OPA. This buys everyone time to thoroughly work through this document with the new administrative leadership.

Action Required

- Majority vote of yes is required to accept the extension agreement
- Signatures of the Chair of the Board & CGO, the President & CEO & the Executive Director & COO

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

GOVERNANCE 2023-2024 PROPOSAL
BOARD OF DIRECTORS 14-700

EXPENSES:	PERIOD	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024	Notes
8700 VOLUNTEER APPRECIATION							
Director VA Gift (12 @ 50 each)	13	\$ 480.00	\$ 480.00	\$ 480.00	\$ 600.00	\$ 600.00	
TOTAL		\$ 480.00	\$ 480.00	\$ 480.00	\$ 600.00	\$ 600.00	
7005 FOOD EXPENSE							
Snacks and Refreshments at Board Meetings	1-13	\$ 2,021.68	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	
Transition food expense	11-12	\$ 220.00	\$ 200.00	\$ 220.00	\$ 220.00	\$ 250.00	
TOTAL		\$ 2,241.68	\$ 1,700.00	\$ 1,720.00	\$ 1,720.00	\$ 1,750.00	
7080 HONOURARIUM							
CGO Honourarium/Governance	1-13	\$ 24,098.66	\$ 24,098.66	\$ 24,098.66	\$ 24,098.66	\$ -	
CGO-Elect Transition Honourarium	13	\$ 250.00	\$ 250.00	\$ 250.00	\$ 250.00	\$ -	
One Time Board Minute Catch UP	5					\$ 1,000.00	
Board Secretary Honourarium	8 & 12	\$ 2,000.00	\$ 2,000.00	\$ 3,000.00	\$ 3,000.00	\$ 1,500.00	
Governance Coordinator						\$ 11,275.20	48 wks per year at 10hrs/wk + 4 wks per year at 15hrs/wk. Same rate as VPs
TOTAL		\$ 26,348.66	\$ 26,348.66	\$ 27,348.66	\$ 27,348.66	\$ 13,775.20	
8263 SUPPLIES - GENERAL							
Ownership Linkage Supplies	5-13	\$ 2,250.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	\$ 2,000.00	
Doodle Poll Subscription - US \$4.49/Month			\$ 53.88	\$ -	\$ -		
Board Manual Creation						\$ 2,000.00	
Adobe X Subscription - US \$15/Month		\$ 133.63	\$ -	\$ -	\$ -	\$ 260.00	
Zoom Pro License - CAD 200/Year					\$ 200.00	\$ 226.00	
TOTAL		\$ 2,383.63	\$ 2,053.88	\$ 2,000.00	\$ 2,200.00	\$ 4,486.00	
8350 TELEPHONE							
CGO Cell Phone Subsidy (\$55/month)	1-13	\$ 660.00	\$ 660.00	\$ 660.00	\$ 660.00		
TOTAL		\$ 660.00	\$ 660.00	\$ 660.00	\$ 660.00	\$ -	
8500 TRAVEL AND ACCOMODATIONS							
Summer Mileage for Directors	1-5	\$ 1,000.00	\$ 500.00	\$ -	\$ 500.00		
Travel Expense for Brantford Directors	3-13	\$ 600.00	\$ 600.00	\$ 600.00	\$ 600.00		
Travel Expense for Waterloo Directors	3-13	\$ 300.00	\$ 300.00	\$ 300.00	\$ 300.00		
Transition Travel	11-13	\$ 100.00	\$ 50.00	\$ 50.00	\$ 50.00		
CGO Travel Between Brantford and Waterloo	1-13	\$ 700.00	\$ 700.00	\$ 600.00	\$ 600.00		
Travel Total						\$ 2,200.00	
TOTAL		\$ 2,700.00	\$ 2,150.00	\$ 1,550.00	\$ 2,050.00	\$ 2,200.00	
8756 BENEFITS - PART TIME							
Governance Coordinator CPP/EI etc..	1-13	\$ 945.00	\$ 945.00	\$ 945.00	\$ 945.00	\$ 1,000.00	
TOTAL		\$ 945.00	\$ 945.00	\$ 945.00	\$ 945.00	\$ 1,000.00	
6660 Professional Development							
Board Training	12-13	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 7,520.00	
Bus							
TOTAL		\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 1,500.00	\$ 7,520.00	
TOTAL EXPENSES:		\$ 37,258.97	\$ 35,837.54	\$ 36,203.66	\$ 37,023.66	\$ 31,331.20	

Wilfrid Laurier University Students' Union

2023-24 Budget Summary by Category

	2023-24 Draft	2022-23 Final	\$ Change	% Change
REVENUE				
Admissions	\$ 52,500	\$ 119,700	-\$ 67,200	-56%
Bank Machine	\$ -	\$ 10,000	-\$ 10,000	-100%
Beverages (Beer and Liquor included)	\$ 142,810	\$ 295,125	-\$ 152,315	-52%
Commissions	\$ 265,550	\$ 250,050	\$ 15,500	6%
Donations	\$ 8,000	\$ 3,000	\$ 5,000	167%
FNCC Fee	\$ 1,454,016	\$ 1,365,007	\$ 89,009	7%
Health Plan Fee	\$ 3,047,995	\$ 2,697,434	\$ 350,560	13%
Dental Plan Fee	\$ 1,803,910	\$ 1,596,436	\$ 207,474	13%
Other Fees	\$ 331,331	\$ 329,179	\$ 2,152	1%
Food	\$ 1,601,341	\$ 2,331,225	-\$ 729,884	-31%
Interest	\$ 125,000	\$ 35,000	\$ 90,000	257%
Lease Income External	\$ 385,164	\$ 431,164	-\$ 46,000	-11%
Lease Income Internal	\$ 259,479	\$ 254,392	\$ 5,088	2%
Other Revenue (Locker Rentals, Tech Share)	\$ 23,700	\$ 67,750	-\$ 44,050	-65%
Sponsorship Income	\$ -	\$ 15,000	-\$ 15,000	-100%
Registration	\$ 903,600	\$ 635,675	\$ 267,925	42%
Campus Safety	\$ 356,435	\$ 337,906	\$ 18,529	5%
Health & Wellness	\$ 135,959	\$ 128,874	\$ 7,085	5%
Recreation	\$ 426,518	\$ 404,797	\$ 21,721	5%
Academic Support	\$ 197,697	\$ 187,766	\$ 9,932	5%
Campus Clubs	\$ 118,487	\$ 112,695	\$ 5,792	5%
Social Programming	\$ 476,300	\$ 452,002	\$ 24,298	5%
Provincial Advocacy Fee	\$ 71,690	\$ 66,017	\$ 5,674	9%
	<u>\$ 12,187,482</u>	<u>\$ 11,546,045</u>	\$ 641,437	6%
EXPENSES				
Cost of Goods Sold	\$ 592,392	\$ 999,245	-\$ 406,853	-41%
Bank Charges	\$ 51,550	\$ 47,150	\$ 4,400	9%
Capital Purchase	\$ 22,330	\$ 37,330	-\$ 15,000	-40%
Customer Service	\$ 40,060	\$ 57,440	-\$ 17,381	-30%
Clothing	\$ 215,808	\$ 196,928	\$ 18,880	10%
Computers and IT	\$ 97,979	\$ 50,776	\$ 47,203	93%
Conferences and Meetings	\$ 37,997	\$ 38,995	-\$ 998	-3%
Commissions & Donations	\$ 40,570	\$ 52,774	-\$ 12,204	-23%
Equipment and Other Rentals	\$ 282,523	\$ 219,911	\$ 62,612	28%
Janitorial, Repairs, and Contracted Services	\$ 550,963	\$ 598,017	-\$ 47,054	-8%
Food Other	\$ 197,800	\$ 162,880	\$ 34,920	21%
Honorarium	\$ 14,575	\$ 32,249	-\$ 17,673	-55%
Interest	\$ 48,468	\$ 61,543	-\$ 13,075	-21%
Staff Wages and Benefits (FT and PT)	\$ 2,912,237	\$ 3,034,052	-\$ 121,815	-4%
General Supplies	\$ 147,140	\$ 77,548	\$ 69,592	90%
Health and Dental Insurance Claims & Admin	\$ 4,547,532	\$ 4,104,880	\$ 442,651	11%
Insurance and Health & Safety	\$ 91,055	\$ 89,555	\$ 1,500	2%
Lease Expense	\$ 272,797	\$ 267,892	\$ 4,905	2%
Legal	\$ 10,000	\$ 8,000	\$ 2,000	25%
Marketing and Promotions	\$ 77,175	\$ 118,945	-\$ 41,770	-35%
Decorations and Prizes	\$ 51,765	\$ 31,010	\$ 20,755	67%
Memberships and Licenses	\$ 179,990	\$ 202,364	-\$ 22,373	-11%
Miscellaneous	\$ 346,650	\$ 311,378	\$ 35,272	11%
Programming	\$ 493,368	\$ 364,310	\$ 129,058	35%
Staff Development and Training	\$ 144,270	\$ 133,718	\$ 10,552	8%
Travel and Accommodations/Parking	\$ 102,609	\$ 89,005	\$ 13,604	15%
Utilities	\$ 252,000	\$ 222,000	\$ 30,000	14%
Volunteer Appreciation	\$ 59,945	\$ 43,440	\$ 16,505	38%
	<u>\$ 11,881,550</u>	<u>\$ 11,089,664</u>	\$ 791,886	7%
Surplus/Deficit from Operations	<u>\$ 305,933</u>	<u>\$ 472,858</u>		
Loan Principle Repayment	\$ 305,933	\$ 472,858		
Surplus of revenue over expense	<u><u>-\$ 0</u></u>	<u><u>\$ 0</u></u>		

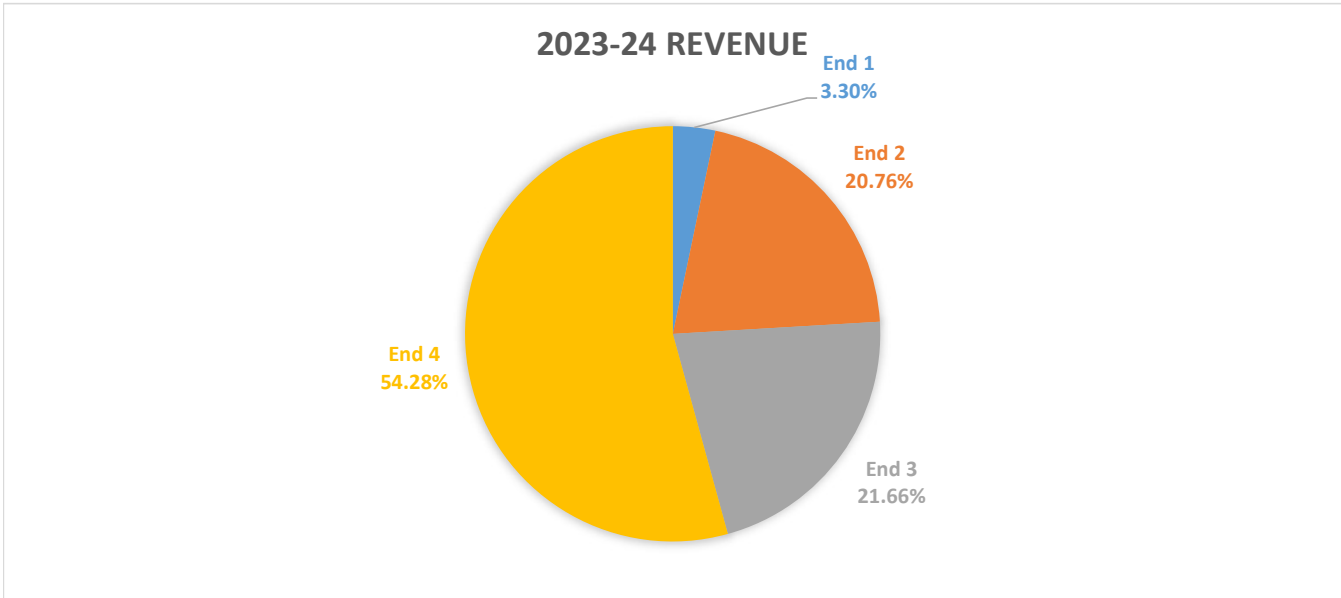
2023-2024 Budget Summary By Department

Budget	2023-2024			2022-2023		
	Revenue	Expenses	Net	Revenue	Expenses	Net
GOVERNANCE						
Board of Directors	\$ -	\$ 31,331	\$ 31,331	\$ -	\$ 37,024	\$ 37,024
Elections	\$ -	\$ 14,134	\$ 14,134	\$ -	\$ 17,467	\$ 17,467
GOVERNANCE TOTAL	\$ -	\$ 45,465	\$ 45,465	\$ -	\$ 54,491	\$ 54,491
GOVERNANCE CHANGE FROM 2022/23			-\$ 9,025			
LEADERSHIP						
President & CEO	\$ -	\$ 103,710	\$ 83,025	\$ -	\$ 106,490	\$ 83,025
Executive Director	-\$ 125,000	\$ 163,730	\$ 27,045	-\$ 35,000	\$ 103,730	\$ 27,045
LEADERSHIP TOTAL	-\$ 125,000	\$ 267,440	\$ 142,440	-\$ 35,000	\$ 210,220	\$ 175,220
LEADERSHIP CHANGE FROM 2022/23			-\$ 32,780			
FINANCIAL & VOLUNTEER OPERATIONS						
VP: Financial & Volunteer Operations	\$ -	\$ 72,595	\$ 72,595	\$ -	\$ 69,545	\$ 69,545
AVP: FVO (Brantford)	\$ -	\$ 11,160	\$ 11,160	\$ -	\$ 9,320	\$ 9,320
Director: Finance & Administration	\$ -	\$ 95,730	\$ 95,730	\$ -	\$ 87,580	\$ 87,580
ITS	\$ -	\$ 77,500	\$ 77,500	\$ -	\$ 46,700	\$ 46,700
Administration	\$ -	\$ 11,950	\$ 11,950	\$ -	\$ 11,950	\$ 11,950
U-Desk Brantford	-\$ 2,550	\$ 9,655	\$ 7,105	-\$ 2,550	\$ 16,668	\$ 14,118
U-Desk Waterloo	-\$ 19,700	\$ 79,298	\$ 59,598	-\$ 80,700	\$ 70,419	\$ 10,281
Human Resources	\$ -	\$ 52,565	\$ 52,565	\$ -	\$ 41,433	\$ 41,433
FVO Central	-\$ 22,250	\$ 410,453	\$ 388,203	-\$ 83,250	\$ 353,615	\$ 270,365
Hiring & Recruitment (Waterloo)	\$ -	\$ 4,465	\$ 4,465	\$ -	\$ 3,895	\$ 3,895
FVO Waterloo Committees	\$ -	\$ 4,465	\$ 4,465	\$ -	\$ 3,895	\$ 3,895
Hiring & Recruitment (Brantford)	\$ -	\$ 2,478	\$ 2,478	\$ -	\$ 2,133	\$ 2,133
FVO Brantford Committees	\$ -	\$ 2,478	\$ 2,478	\$ -	\$ 2,133	\$ 2,133
FVO TOTAL	-\$ 22,250	\$ 417,396	\$ 395,146	-\$ 83,250	\$ 359,643	\$ 276,393
FVO AMOUNT CHANGE FROM 2022/23			\$ 118,754			
GOVERNANCE & STAKEHOLDER RELATIONS						
VP: Government & Stakeholder Relations	\$ -	\$ 85,194	\$ 85,194	\$ -	\$ 86,310	\$ 86,310
AVP: GSR (Waterloo)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
AVP: GSR (Brantford)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Director: Policy, Research & Advocacy	-\$ 71,690	\$ 2,290	-\$ 69,400	-\$ 66,017	\$ 810	-\$ 65,207
GSR Central	-\$ 71,690	\$ 87,484	\$ 15,794	-\$ 66,017	\$ 87,120	\$ 21,103
Outreach (Waterloo)	\$ -	\$ 1,140	\$ 1,140	\$ -	\$ 990	\$ 990
SRAC (Waterloo)	\$ -	\$ 1,545	\$ 1,545	\$ -	\$ 1,445	\$ 1,445
GSR Waterloo Committees	\$ -	\$ 2,685	\$ 2,685	\$ -	\$ 2,435	\$ 2,435
Outreach (Brantford)	\$ -	\$ 830	\$ 830	\$ -	\$ 805	\$ 805
SRAC (Brantford)	\$ -	\$ 1,100	\$ 1,100	\$ -	\$ 945	\$ 945
GSR Brantford Committees	\$ -	\$ 1,930	\$ 1,930	\$ -	\$ 1,750	\$ 1,750
GSR TOTAL	-\$ 71,690	\$ 92,099	\$ 20,409	-\$ 66,017	\$ 91,305	\$ 25,288
GSR AMOUNT CHANGE FROM 2022/23			-\$ 4,880			
CLUBS & ASSOCIATIONS						
VP: Clubs & Associations	\$ -	\$ 192,400	\$ 192,400	\$ -	\$ 152,530	\$ 152,530
Director: Student Experience	\$ -	\$ 43,077	\$ 43,077	\$ -	\$ 2,470	\$ 2,470
CA Central	\$ -	\$ 235,477	\$ 235,477	\$ -	\$ 155,000	\$ 155,000
CA TOTAL	\$ -	\$ 235,477	\$ 235,477	\$ -	\$ 155,000	\$ 155,000
CA CHANGE FROM 2022/23			\$ 80,477			
PROGRAMMING AND SERVICES WATERLOO						
VP: Programming & Services (Waterloo)	\$ -	\$ 131,004	\$ 131,004	-\$ 36,000	\$ 147,454	\$ 111,454
Programming & Promotions Manager	\$ -	\$ -	\$ -	\$ -	\$ 17,050	\$ 17,050
PSW Central	\$ -	\$ 131,004	\$ 131,004	-\$ 36,000	\$ 164,504	\$ 128,504

2023-2024 Budget Summary By Department

Budget	2023-2024			2022-2023		
	Revenue	Expenses	Net	Revenue	Expenses	Net
Orientation Week (Waterloo)	-\$ 626,800	\$ 626,800	\$ -	-\$ 454,725	\$ 454,725	\$ -
A-Team	-\$ 50,000	\$ 126,750	\$ 76,750	-\$ 74,950	\$ 94,075	\$ 19,125
First Year Project	-\$ 2,000	\$ 22,500	\$ 20,500	-\$ 2,500	\$ 20,020	\$ 17,520
Winter Carnival	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Programming Committee Total	-\$ 678,800	\$ 776,050	\$ 97,250	-\$ 532,175	\$ 568,820	\$ 36,645
EcoHawks (Waterloo)	\$ -	\$ 3,155	\$ 3,155	\$ -	\$ 8,435	\$ 8,435
Emergency Response Team	\$ -	\$ 31,150	\$ 31,150	\$ -	\$ 31,165	\$ 31,165
Food Bank (Waterloo)	-\$ 1,000	\$ 26,700	\$ 25,700	-\$ 1,800	\$ 25,480	\$ 23,680
Foot Patrol (Waterloo)	\$ -	\$ 20,400	\$ 20,400	\$ -	\$ 21,430	\$ 21,430
Peer Connect (Waterloo)	\$ -	\$ 13,750	\$ 13,750	\$ -	\$ 12,000	\$ 12,000
Shinerama (Waterloo)	-\$ 10,000	\$ 12,675	\$ 2,675	-\$ 14,500	\$ 14,500	\$ -
Service Committee Total	-\$ 11,000	\$ 107,830	\$ 96,830	-\$ 16,300	\$ 113,010	\$ 96,710
PSW TOTAL	-\$ 689,800	\$ 1,014,884	\$ 325,084	-\$ 584,475	\$ 846,334	\$ 261,859
		PSW CHANGE FROM 2022/23	\$ 63,225			
PROGRAMMING AND SERVICES BRANTFORD						
VP: Programming & Services (Brantford)	\$ -	\$ 19,590	\$ 19,590	\$ -	\$ 7,375	\$ 7,375
Brantford Administration	-\$ 7,899	\$ 10,605	\$ 2,706	-\$ 8,301	\$ 10,605	\$ 2,304
PSB Central	-\$ 7,899	\$ 30,195	\$ 22,296	-\$ 8,301	\$ 17,980	\$ 9,679
Orientation Week (Brantford)	-\$ 276,800	\$ 276,800	\$ -	-\$ 180,950	\$ 180,950	\$ -
Hawk Team	\$ -	\$ 42,350	\$ 42,350	\$ -	\$ 17,600	\$ 17,600
Programming Committee Total	-\$ 276,800	\$ 319,150	\$ 42,350	-\$ 180,950	\$ 198,550	\$ 17,600
EcoHawks (Brantford)	\$ -	\$ 3,300	\$ 3,300	\$ -	\$ 1,110	\$ 1,110
Food Bank (Brantford)	\$ -	\$ 12,000	\$ 12,000	\$ -	\$ 5,100	\$ 5,100
Foot Patrol (Brantford)	\$ -	\$ 12,700	\$ 12,700	\$ -	\$ 6,250	\$ 6,250
Healthy Lifestyles (Brantford)	\$ -	\$ 4,700	\$ 4,700	\$ -	\$ 1,030	\$ 1,030
Peer Connect (Brantford)	\$ -	\$ -	\$ -	\$ -	\$ 400	\$ 400
Shinerama (Brantford)	-\$ 2,500	\$ 2,500	\$ -	-\$ 2,500	\$ 2,500	\$ -
Service Committee Total	-\$ 2,500	\$ 35,200	\$ 32,700	-\$ 2,500	\$ 16,390	\$ 13,890
PSB TOTAL	-\$ 287,199	\$ 384,545	\$ 97,346	-\$ 191,751	\$ 232,920	\$ 41,169
		PSB CHANGE FROM 2022/23	\$ 56,178			
MARKETING AND COMMUNICATIONS						
Director: Marketing & Communications	\$ -	\$ 47,010	\$ 47,010	-\$ 15,000	\$ 46,059	\$ 31,059
MARKETING TOTAL	\$ -	\$ 47,010	\$ 47,010	-\$ 15,000	\$ 46,059	\$ 31,059
		MARKETING CHANGE FROM 2022/23	\$ 15,951			
HOSPITALITY						
Wilfs	-\$ 1,658,652	\$ 1,658,575	\$ 77	-\$ 2,564,625	\$ 2,673,269	\$ 108,644
Golden Grounds	-\$ 82,500	\$ 79,725	\$ 2,775	-\$ 86,725	\$ 86,791	\$ 66
HOSPITALITY TOTAL	-\$ 1,741,152	\$ 1,738,300	\$ 2,852	-\$ 2,651,350	\$ 2,760,060	\$ 108,710
		HOSPITALITY CHANGE FROM 2022/23	-\$ 111,561			
OTHER						
FNCC	-\$ 1,775,254	\$ 2,661,470	\$ 886,216	-\$ 1,679,249	\$ 2,565,095	\$ 885,846
Health & Dental Plan	-\$ 4,851,904	\$ 4,548,582	\$ 303,322	-\$ 4,303,870	\$ 4,105,930	\$ 197,940
Aramark Lease	-\$ 619,000	\$ 229,150	\$ 389,850	-\$ 600,000	\$ 221,782	\$ 378,218
International News	-\$ 31,164	\$ 9,406	\$ 21,758	-\$ 31,164	\$ 9,406	\$ 21,758
Campus Safety	-\$ 356,435	\$ -	\$ 356,435	-\$ 337,906	\$ -	\$ 337,906
Health & Wellness	-\$ 135,959	\$ -	\$ 135,959	-\$ 128,874	\$ -	\$ 128,874
Recreation	-\$ 426,518	\$ -	\$ 426,518	-\$ 404,797	\$ -	\$ 404,797
Academic Support	-\$ 197,697	\$ -	\$ 197,697	-\$ 187,766	\$ -	\$ 187,766
Campus Clubs	-\$ 118,487	\$ -	\$ 118,487	-\$ 112,695	\$ -	\$ 112,695
Social Programming	-\$ 476,300	\$ -	\$ 476,300	-\$ 452,002	\$ -	\$ 452,002
Brantford Student Centre	-\$ 261,674	\$ 496,259	\$ 234,586	-\$ 261,027	\$ 467,949	\$ 206,922
Protected Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
OTHER TOTAL	-\$ 9,250,392	\$ 7,944,867	-\$ 1,305,525	-\$ 8,499,350	\$ 7,370,162	-\$ 1,129,187
		OTHER CHANGE FROM 2022/23	-\$ 176,337			
GRAND TOTAL	-\$ 12,187,482	\$ 12,187,483	\$ 0	-\$ 12,126,193	\$ 12,126,193	-\$ 0

2023-24 Budget Summary by Ends



1. An affordable, accessible, and high quality academic experience;
2. A safe, sustainable, and empowering environment;
3. Diverse and inclusive social interaction;
4. Products and services that cater to the financial needs of students.

