The Board of Directors acknowledges and respects the Algonquin First Nation, on whose traditional territory the Carleton University Students’ Association is located.

AGENDA for the 9th Meeting of the CUSA Board of Directors

November 21st 2022, at 7:00 pm
Hybrid (CUSA Internal Boardroom, Online)
1. Call to Order
2. Disclosure of Interest
3. Approval of the Agenda
   a. Motion to Approve the Agenda as Presented (B-86)
4. Approval of Past Minutes
   1. Motion to Approve the Regular Board Meeting Minutes from October 2, 2022 and November 14, 2022 (B-87)
5. In Camera Session
   1. Motion to Move to In-Camera Session (B-88)
6. Presentations/Delegations
7. Directors Reports
8. Staff Reports
   1. Report from All Staff
9. Committee Reports
   1. Joint Finance and Governance & HR Subcommittee on Compensation
10. Introduction of Bylaws/Policy
11. Reconsideration of ByLaws/Policy
   1. Motion to Amend the Keyholders Policy (O-04) (B-89)
12. Announcements and Correspondence
13. New Business
   1. Motion to Approve the Council Officer Compensation Policy (H-63, F-07) (B-90)
   2. Motion to Approve the Councillor Compensation Policy (H-61, F-05) (B-91)
   3. Motion to Approve the Tribunal Member Compensation Policy (H-62, F-06) (B-92)
4. Motion to Approve the Executive Compensation Committee (H-60, F-04) (B-93)
5. Motion to Approve the Mandate Letter to the Executive Composition Committee (B-56)
6. Motion to Approve the Long Term Strategic Plan Policy (O-01) (B-94)
7. Motion to Approve the Procurement Policy (D-XX) (B-95)
8. Motion to Direct the Vice President Internal to Edit All Policies Referring to the DFA (DF or DHR) (B-96)
9. Motion to Direct the Executive Director and the Vice President Internal to Review the Finance Approvals Policy (B-97)

14. Notice of Motion
15. Unfinished Business and Deferred/Tabled Items
16. Other Business
17. Question and Answer Period
18. Adjournment

1. Adjournment (B-98)

Appendices:

Appendix A: Staff Correspondence re: Item 8.1

Appendix B: New Business from Davin Caratao (Vice President Internal, CUSA) -- Draft Keyholders Policy (O-04)

Appendix C: New Business from Davin Caratao (Vice President Internal, CUSA) -- Draft Council Officer Compensation Policy (H-63, F-07)

Appendix D: New Business from Davin Caratao (Vice President Internal, CUSA) -- Draft Councillor Compensation Policy (H-61, F-05)

Appendix E: New Business from Davin Caratao (Vice President Internal, CUSA) -- Draft Tribunal Member Compensation Policy (H-62, F-06)

Appendix F: New Business from Davin Caratao (Vice President Internal, CUSA) -- Draft Executive Compensation Committee (H-60, F-04)
Appendix G: New Business from Davin Caratao (Vice President Internal, CUSA) -- Mandate Letter to the Executive Composition Committee

Appendix H: New Business from Davin Caratao (Vice President Internal, CUSA) -- Long Term Strategic Plan Policy (O-01)

Appendix I: New Business from Davin Caratao (Vice President Internal, CUSA) -- Draft Procurement Policy (D-XX)
Item 3.1

Motion to Approve the Agenda as Presented (B-86)

BE IT RESOLVED that the Agenda for the 21 November Regular Board Meeting be approved as written.

Moved:

Seconded:
Item 4.1

Motion to Approve the Regular Board Meeting Minutes from October 2, 2022 and November 14, 2022 (B-87)

BE IT RESOLVED that the past minutes for the 2 October Regular Board Meeting and 14 November Special Board Meeting be approved as written.

Moved:

Seconded:
Item 5.1

Motion to Move to In-Camera Session (B-88)

BE IT RESOLVED that pursuant to Section 6 of the CUSA Board Rules of Procedure, the Board move in-Camera.

Moved:

Seconded:
Item 8.1

Report from All Staff

[see Appendix A]
Item 9.1

Joint Finance and Governance & HR Subcommittee on Compensation

Presentation to be given at Board.
Item 11.1

Motion to Amend the Keyholders Policy (O-04) (B-89)

BE IT RESOLVED that the Board adopt the Keyholders Policy (O-04) as written.

[see Appendix B]

Moved:

Seconded:
Item 13.1

Motion to Approve the Council Officer Compensation Policy (H-63, F-07) (B-90)

BE IT RESOLVED that the Board adopt the Council Officer Compensation Policy (H-63, F-07) as written.

[see Appendix C]

Moved: President Stoikos-Lettieri

Seconded:
Item 13.2

Motion to Approve the Councillor Compensation Policy (H-61, F-05) (B-91)

BE IT RESOLVED that the Board adopt the Councillor Compensation Policy (H-61, F-05) as written.

[see Appendix D]

Moved: President Stoikos-Lettieri

Seconded:
Item 13.3

Motion to Approve the Tribunal Member Compensation Policy (H-62, F-06) (B-92)

BE IT RESOLVED that the Board adopt the Tribunal Member Compensation Policy (H-62, F-06) as written.

[see Appendix E]

Moved: President Stoikos-Lettieri

Seconded:
Item 13.4

Motion to Approve the Executive Compensation Policy (H-60, F-04) (B-93)

BE IT RESOLVED that the Board adopt the Executive Compensation Policy (H-60, F-04) as written.

[see Appendix F]

Moved: President Stoikos-Lettieri

Seconded:
Item 13.5

Motion to Approve the Ad-Hoc Executive Composition Committee Mandate Letter (B-56)

WHEREAS the Democratic Reform Report recommended the 2022/2023 CUSA Council constitute a committee to evaluate the responsibilities and elements of CUSA Executive roles

AND WHEREAS CUSA Council previously expressed interest in the roles of CUSA Executives being evaluated once the restructure of CUSA was complete to determine if the roles continued to suit the organization

BE IT RESOLVED that the Ad-Hoc Executive Composition Committee be constituted;

BE IT FURTHER RESOLVED that the committee receive and operate in accordance with the attached mandate letter.

[see Appendix G]

Moved: A. Stoikos-Lettieri
Seconded:
Item 13.6

Motion to Approve the Long-Term Strategic Plan Policy (O-01) (B-94)

BE IT RESOLVED that the Board adopt the Long-Term Strategic Plan Policy (O-01) as written.

[see Appendix H]

Moved: President Stoikos-Lettieri

Seconded:
Item 13.7

Motion to Approve the Procurement Policy (D-XX) (B-95)

BE IT RESOLVED that the Board adopt the Procurement Policy (D-XX) as written.

[see Appendix I]

Moved: President Stoikos-Lettieri

Seconded:
Item 13.8

Motion to Direct the Vice President Internal to Edit All Policies Referring to the DFA (DF or DHR) (B-96)

WHEREAS the Board has removed the position of Director of Finance and Administration and replaced it with the positions of Director of Finance and Director of Human Resources.

BE IT RESOLVED that the Board direct the VPI to review all policies and change all instances of Director of Finance and Administration to either Director of Finance, Director of Human Resources, or both, as appropriate.

Moved: President Stoikos-Lettieri

Seconded:
Item 13.9

Motion to Direct the Executive Director and the Vice President Internal to Review the Finance Approvals Policy (B-97)

WHEREAS the current Finance Approvals policy requires that any unbudgeted spending over $14,999 be approved by the Board

BE IT RESOLVED that the Board direct the Executive Director and the VPI to amend the unbudgeted spending thresholds to $9,999 requiring approval by the Board, and for unbudgeted spending over $1,999 be approved by the President, VPF, and Executive Director, or such limits as deemed appropriate.

Moved: President Stoikos-Lettieri

Seconded:
Item 18.1

Adjournment (B-98)

BE IT RESOLVED that the Board adjourns until 7:00 pm on Monday, 13 February 2023 at Haven (43 Seneca) or virtually.

Moved:

Seconded:
Executive Director: Dustin Rivers

- Summary of recent accomplishments and current activities:
  - Provided high-level oversight for successful by-election filling vacant Council Positions
  - Facilitating 2 Student Working Groups dedicated towards HAVEN marketing, and Joint Business initiatives
  - Re-Establishing Privacy Working Group - see recommendations below
  - Working with the President, VPSL and VPCE on a “consent-based” model for obtaining membership lists from the University.
  - Bulk of University for Fees and Services Agreement completed, however we are currently concerned with the portion of the agreement that dictates our “rent”. It seems as though the University is wanting to increase our rent by approximately 25% - 29%
  - All full time staff have been provided Banner IDs, allowing them to interact and access the various services of other University Departments
  - In conjunction with the Acting Director of HR, developing a more robust Student recruitment strategy with Career services within the University
  - Initial discussions with Director of Strategic Procurement to aide in advancing CUSA’s sponsorship solicitation activities has been positive
  - Working with the CUSA President to finalize an operational budget that works for CUSA
  - Working with President, Acting Director of HR, former Director of HR on VPF onboarding plan
  - Supporting/Liaising/Advising the Board where requested
  - Developing a Professional Development Strategy in 4 parts (Student Employees, Executive Team/Board/Council, Full Time Staff (via CA Commitments), Senior Staff. To be presented at the November 14th Board meeting
  - Actively developing recruitment strategy to complete the Full-Time staff (Manager of HR, Director of Finance, IT, Sponsorship)
  - Instigating IT Security Audit to assess IT needs and capacity to manage our membership list
  - Assessing the viability of a membership management system

- Financial impact (if any):
  - Professional development costs TBD, Staffing costs TBD
  - IT Security Audit costs TBD,
  - Projected Combined Salary cost for Manager of HR, and Director of Finance approximately $150,000.00 - $160,000.00
● Recommendations to the Board of Directors or Council:
  ○ Looking for Council volunteer to sit on Privacy working Group
    ■ Please email dustin.rivers@cusaonline.ca
  ○ Looking for Council volunteer to sit on 2 Business Working Groups
    ■ Please email dustin.rivers@cusaonline.ca
  ○ Board to Approve IT Security Audit initiation and COMPLETION prior to December 23rd
  ○ Board to Approve IMMEDIATE initiation of competitions for Manager of HR, and Director of Finance
  ○ Board and Council Joint Ad HOC Committee for an Election “Get out and Vote” strategy

Director of Finance: Vacant
● Plans to fill this vacancy are currently being undertaken by the CUSA Board and Senior Staff.

Director of Communications and Strategy: Christine Falardeau
● Summary of recent accomplishments:
  ○ Panda Game Community Partnership plan - co-lead with VPCE
  ○ Supported by-election with graphics creation, promotional campaign and website updates
● List of current activities in progress and upcoming events:
  ○ Researching and securing quotes for indoor and outdoor digital ad boards - In progress
  ○ Cusaclubs.ca website redesign - In progress
  ○ General project management of Haven at Wrk coworking space - In progress
    ■ Interior branding for coworking space
    ■ Website dev contract and build
  ○ Optimizing and creating new communications forms and processes - In progress
  ○ Redesign boardrooms & main offices spaces, order new furniture for support staff - In progress
  ○ Strategic Planning Committee research and resource document creation - In progress
  ○ Recruitment strategy and website optimization for upcoming general Election - Upcoming
● Financial impact (if any):
  ○ Digital ad boards - ~$18,000
  ○ CUSA Clubs website development cost - $10,000
  ○ Haven at Wrk website development cost - $5,000
  ○ Office furniture - TBD (to be submitted to AFCOM for approval)
Director of Student Services: Adil Tahseen

- Summary of recent accomplishments and current activities:
  - National Day for Truth and Reconciliation
    - Worked with various parties (Mawandoseg, CDAC, Womxns Centre, VPSI, VPCE and many others) to create well rounded programming
  - Visited Algonquin’s equivalent of Mawandoseg (Mamidosewin) to understand better strategies
  - Undergoing physical signage update across all spaces
  - Resumed all in-office hours for all part times staff (Service centre and Main Office)
  - One vacancy at Mawandoseg (currently interview- still accepting candidates)
  - Created and submitted Services Department Budget
    - Worked with various departments to ensure this was done collaboratively
  - Updated Studentcare section of our website - copy sent to comms
    - Updated webpage live
  - Secured pilot project for long-term healthcare (Dialogue - mental health program)
    - The program is called Conversation: Long-term mental health support until remission
    - Well received by on campus partners thus far
  - Compiling all mandatory and optional staff training courses/materials
    - Booking required training:
      - MHFA booked (Nov 12-13th)
      - ASIST booked (Nov 26-27th)
  - Legal Aid clinic will be returning to campus
    - CUSA Office Every Monday 9am-10am starting Oct 3rd
      - Ongoing - good uptake so far, reporting to be provided
  - Finalizing academic year programming- Ongoing
  - Tech refurbishment at the CUSA Office
    - All tech received, set up by student staff
  - Updated all booking areas, equipment and etc
    - Awaiting confirmation of booking areas

- List of activities in progress and upcoming events:
  - Financial wellness initiatives
  - Mental Health Month with Wellness (oct)
  - Indigenous Disability Awareness Month (Nov)
  - All staff events (service centre) - ongoing
**Director of Student Development and Acting Director of Human Resources: Sam Kilgour**

- **Summary of recent accomplishments and current activities:**
  - Execution of By-Election and associated events. Abbie Simpson, CUSA's Events & Programming Coordinator as well as CUSA's first External CRO Connor Plante deserve all of our respect for the execution of a successful Byelection. Everyone from Connor, Abbie, myself, the Comms team, and university partners agreed the exercise of conducting the Byelection under sometimes extreme circumstances leaves us set up for success in the Winter 2023 general election.
  - Collective Bargaining for CUSA's agreement with CUPE 3011 is going well and should be concluded well in advance of the end of the calendar year. I continue doing my part to ensure success.
  - Work continues to ensure our Onboarding for new employees makes sense and that policies are accessible.
  - Ensuring all roles have appropriate coverage as issues arise.
  - Supported the hiring of a new Policy Analyst & Coordinator (Executive Adjacent student staff) and Vice President Finance / Secretary-Treasurer (Executive).
  - Am working on job descriptions to fill vacancies in multiple roles, including one on senior management, and ensure positions are properly backfilled in the interim.
  - I've worked with the VPI and Communications Office to streamline the Governance section of the website. It remains a work in progress, but is much improved.

- **List of activities in progress and upcoming events:**
  - Recruiting & Hiring for a couple positions.
  - Finalizing ADP Onboarding Training and Policy modules to ensure future HR people within CUSA are set up for success in onboarding new staff (fulltime and student staff).
  - Ensuring policies on the website are accessible.
  - Ensure complaints about policy violations can be easily submitted.

- **Recommendations to the Board of Directors or Council:**
  - Support ongoing improvements in the Electoral Code if the CRO or CUSA's legal counsel offer suggested amendments to our current Electoral Code.
APPENDIX B

New Business from Davin Caratao (Vice President Internal, CUSA) -- Draft Keyholders Policy (O-04)

Keyholders Policy

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MANDATE

This Policy shall govern the spaces owned and operated by the Association, and access thereof by way of authorized keyholders. This policy shall be reviewed every two years by the Board.

INTERPRETATION

1. This Policy may be called the Keyholders Policy.

2. In this Policy, the following definitions shall apply:

   “key” means the physical, digital, or electronic implement by which spaces owned and/or operated by the Association can have access enabled or restricted;
   “keyholder” means an individual authorized under this Policy to possess and use a key;
   “space” means a room or area under the control and/or ownership of the Association.

3. This Policy operates subject to Provincial and Federal law and bilateral agreements with Carleton University, wherever appropriate.

   Student Association Fees and Services Agreement [2016]

GENERAL PRINCIPLES

4. No keyholder shall loan, distribute, or otherwise make available their key to anyone who is not an authorized keyholder for the same space except when:

   (a) a situation of necessity arises, namely an urgent situation of imminent peril or danger where there is no reasonable alternative than surrendering the key;
   (b) where required by law;
   (c) where required or requested by the property-owner, for spaces which the Association does not own outright; and
   (d) where required by a policy of Carleton University.
No keyholder shall allow any person who is not an authorized keyholder unsupervised access to any space.

Notwithstanding section 5, no staff member of this Association who has colour of right to use or enter a space shall be prohibited from access to said space, in accordance with the terms of their contract or agreement of employment.

The Building Operations Manager with the support of the Executive Director shall execute this Policy on behalf of the Association.

**DISTRIBUTION**

**General**

8 (1) Unless otherwise provided in this Policy, a key for every space shall be distributed to the Building Operations Manager, Assistant Building Operations Manager, or any other person acting temporarily in any of those capacities.

(2) The Building Operations Manager shall be responsible for liaising with the applicable University Department on the creation of new keys, and/or alternative access security systems.

(3) Unless otherwise provided in this Policy, a key for every space in sections 9 to 14 (office spaces & businesses) shall be distributed to the Executive Director. The Director of Services shall also give access to Service Centres to the Executive Director as needed.

**Office Spaces**

9 (1) Keys for the Main Office (UC 401/402/403) shall be distributed to all staff who have an office within the Main Office, per subsection (2), and:

(a) all front-desk personnel as may exist from time to time; and

(b) all Class 2 staff members.

(2) Keys for every Office within the Main Office shall be distributed to the individual to whom the office belongs; namely:

(a) for UC 401C, the President;
(b) for UC 401D, the Vice President Internal;
(c) for UC 401F, the Vice President Finance;
(d) for UC 401B, the Vice President Student Issues;
(e) for UC 401E, the Vice President Student Life;
(f) for UC 401G, the Vice President Community Engagement
(g) for UC 401A, all Executive-adjacent staff;
(h) for UC 402C, all Finance staff;
(i) for UC 403, the Director of Services;
(j) for UC 402B, the Director of Finance and Administration;
(k) for UC 402A, the Executive Director;

10 Keys for the Communications Office (UC 426) shall be distributed to all staff in the Communications department, namely:
   (a) the Director of Communications and Strategic Initiatives;
   (b) the Communications Coordinator;
   (c) the Graphic Designer;
   (d) the Social Media Coordinator; and
   (e) all other individuals hired in the Communications department from time to time.

11 Keys for the Clubs Office (UC 513) shall be distributed to all staff in the Student Development department;
   (a) the Director of Student Development;
   (b) the Student Groups Administrator; and
   (c) the Events and Programming Coordinator;
   (d) all other individuals hired in the Student Development department from time to time.

12 Keys for the External Boardroom (“Carl Gillis Boardroom”) (UC 426I) shall be accessible to all staff who are keyholders for spaces in sections 8 to 11.

Businesses
13 Keys for Ollie's or Rooster's Coffeehouse (UC 157 and environs, 433 and environs) shall be distributed to:
   (a) the appropriate Business Manager;
   (b) the appropriate Assistant Manager; and
   (c) all employees so authorized by the Business Manager.

14 (1) Keys for the cafe and bookstore portion of Haven Books (first floor and basement, 43 Seneca Street) shall be distributed to:
   (a) the Cafe and Bookstore Managers; and
   (b) all employees so authorized by either the Cafe and Bookstore Manager.

   (2) Keys for the co-working space portion of Haven Books (second floor, 43 Seneca Street) shall be distributed to:
   (a) the Business Managers; and
   (b) all employees so authorized by either the Cafe and Bookstore Manager for the express purpose of overseeing that portion of Haven Books.

Service Centres
15 Keys for every service centre shall be distributed to:
   (a) the appropriate Service Centre coordinator or coordinators;
   (b) for the Unified Support Centre, the USC administrator; and
(c) all volunteers or part-time staff so authorized by the Service Centre coordinator or USC administrator; and
(d) for every Service Centre, the Director of Services.

Storage Rooms
16 Keys for every storage room (UC 1XX, 324A, 4XX) shall be distributed to:
   (a) for the Clubs Storage Rooms (UC 1XX and 324A), the Student Groups Administrator and the Vice President Internal.
   (b) for the storage room 426j or F, the Director of Communications and Strategy and the President.

APPLICATION FOR ACCESS
17 All other Association staff not enumerated in this Policy for a certain space may make a request to the Executive Director for key access to that same space.

TEMPORARY ACCESS
18 All other Association staff not enumerated in this Policy conducting business expressly authorized by the Association shall be given a key for temporary access to whatever space was so authorized.

SHARED ACCESS
19 When appropriate, a physical key for the use of multiple keyholders to access a certain space may be created and stored in the Main Office. These include:
   (a) for the Carl Gillis Boardroom (UC 426i), per section 12;
   (b) for the Service Centres (xxx), per section 15; and
   (c) for other spaces where access is authorized for multiple keyholders for irregular or infrequent use, such that the creation of multiple physical keys is impractical.

SCHEDULE OF AMENDMENTS

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Schedule I - Authorized Spaces by Keyholder

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This schedule sorts the provisions of the Policy above by title, and includes granted requests outside the scope of the Policy.

**SCHEDULE OF ACCESS**

**Executives**

1. The President shall have access to:
   (a) the Main Office (UC 401);
   (b) their office within the Main Office (UC 401C); and
   (c) the Carl Gillis boardroom (UC 426I).
   (d) Storage room

2. The Vice President Finance shall have access to:
   (a) the Main Office (UC 401); and
   (b) their office within the Main Office (UC 401F); and
   (c) the Carl Gillis boardroom (UC 426I).

3. The Vice President Internal shall have access to:
   (a) the Main Office (UC 401);
   (b) their office within the Main Office (UC 401D);
   (c) all storage rooms (UC 1XX, 324A, and 4XX); and
   (d) the Carl Gillis boardroom (UC 426I).

4. The Vice President Student Issues shall have access to:
   (a) the Main Office (UC 401);
   (b) their office within the Main Office (UC 401B); and
   (c) the Carl Gillis boardroom (UC 426I).

5. The Vice President Student Life shall have access to:
   (a) the Main Office (UC 401);
   (b) their office within the Main Office (UC 401E); and
   (c) the Carl Gillis boardroom (UC 426I).

6. The Vice President Community Engagement shall have access to:
   (a) the Main Office (UC 401);
   (b) their office within the Main Office (UC 401G); and
   (c) the Carl Gillis boardroom (UC 426I).

**Class II Staff**

7. The Executive Director shall have access to:
   (a) the Main Office (UC 401);
   (b) their office within the Main Office (UC 402A) and all other offices within the Main Office;
   (c) the Communications Office (UC 426);
(d) the Clubs Office (UC 513); and
(e) all businesses (UC 157, 433 and environs; 43 Seneca Street); and
(f) the Carl Gillis boardroom (UC 426l).

8 The Director of Finance and Administration shall have access to:
   (a) the Main Office (UC 401);
   (b) their office within the Main Office (UC 402B);
   (c) the Finance Office (UC 402C); and
   (d) the Carl Gillis boardroom (UC 426l).

8 The Director of Communication and Strategy shall have access to:
   (a) the Communications Office (UC 426); and
   (b) the Carl Gillis boardroom (UC 426l)

9 The Director of Student Development shall have access to:
   (a) the Clubs Office (UC 513); and
   (b) the Carl Gillis boardroom (UC 426)

10 The Director of Services shall have access to:
   (a) the Main Office (UC 401);
   (b) their office within the Main Office (UC 403);
   (c) all Service Centres; and
   (d) the Carl Gillis boardroom (UC 426).

Unionized (3011) Full-time

11 All finance staff shall have access to:
   (a) the Main Office (UC 401); and
   (b) the Finance Office (UC 402C).

12 All Communications staff shall have access to:
   (a) the Communications Office (UC 426).

13 The Student Groups Administrator, the Events and Programming Coordinator, and
   all other Student Development staff shall have access to:
   (a) the Clubs Office (UC 513).

14 The Unified Support Centre staff shall have access to:
   (a) the Unified Support Centre (UC 132 & 132A)

Class III Staff

153 All Class III staff shall have access to:
   (a) the Main Office (UC 401);
   (b) their office within the Main Office (UC 401C); and
   (c) the Carl Gillis boardroom (UC 426l).
APPENDIX C

New Business from Davin Caratao (Vice President Internal, CUSA) -- Draft Council Officer Compensation Policy (H-63, F-07)

Council Officer Compensation Policy

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<td>A Policy Respecting Compensation for the Speaker of Council, the Deputy Speaker, and the Clerk of CUSA Council</td>
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<td>August 2024</td>
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MANDATE

This Policy shall govern the compensation of Council Officers in the Association. It is recognized by the Association that Council Officers in the course of their public service ought to be compensated justly for their work. Such compensation is essential to ensure proper dedication to the duties of those offices. This policy shall apply to members of tribunals. This Policy shall be reviewed every two years by Council.

INTERPRETATION

1. This Policy may be called the Council Officer Compensation Policy.
2. In this Policy, the following definitions shall apply:
   - “association” means the Carleton University Students’ Association;
   - “board” means the CUSA Board of Directors
   - “compensation” means the full and proper remuneration for an official;
   - “council officer” means collectively the Speaker of Council, the Deputy Speaker of Council, and the Council Clerk
   - “subcommittee” means a respective subcommittee of the board

GENERAL ADMINISTRATION

Who should review Council Officer Compensation?

3. The Human Resources Subcommittee and the Finance & Governance Subcommittee should jointly review Councilor Compensation.
Quorum
4. Quorum shall be as established within respective Subcommittee terms of reference, independently of one another.

Independence and Punishable Offenses
5. Council Officers must not interfere with the deliberations of the Subcommittees or the Board or unduly influence them towards a certain course of action.

Conflict of Interest Policy (G-05)
6. Council Officers must not collect any benefits in the execution of their duties for this Association outside of their approved compensation, excluding CUSA Awards and reimbursements.

Conflict of Interest Policy (G-05) s. 4(3)

STANDARDS FOR COUNCIL OFFICER COMPENSATION

What can be considered compensation?
7. Compensation for Council Officers may be:
   (a) A stipend;
   (b) a validation of experience in the Co-Curricular Record; and
   (c) Access to career development resources specific to the council experience

Who is eligible for compensation under this policy?
8. Council Officers as defined in this policy.

What is the compensation for serving as a Council Officer?
9. Compensation for Council Officers will be
   (a) a stipend of $150.00 for the Speaker and the Deputy Speaker for every meeting where The Speaker and Deputy Speaker of Council serve as presiding officer
   (b) A stipend of $125.00 for the Council Clerk for every meeting where the Council Clerk takes minutes
   (c) a validation of experience in the Co-Curricular Record;

Can a stipend be increased or decreased?
10. Yes, only at the will of the Board.

How should it be decided whether a stipend is to be granted to a Council Officer or not?
11. Any individual executing in good faith, for any period of time, the responsibilities and duties of a councilor or chair of a committee shall be entitled to their Stipend.

Surrender of Stipend
12 Any Council Officer may, at any time, surrender all or part of their compensation and have it returned to the general fund of the Association.

How is a stipend processed?
13 Upon confirmation of Election or Selection, the Human Resources office shall prepare offers of employment for each individual selected for a Council Officer position reflecting the compensation as outlined in this policy or as otherwise directed by the Board.
14 Individuals selected to Council Officer positions and the appropriate individuals within CUSA will sign offers of employment to formalize the stipend relationship.

How is the Co-Curricular record experience maintained?
15 The Director of Student Development will ensure all applicable Council Officer positions are available within the Co-Curricular record for those Tribunal members eligible to add to their Co-Curricular record.

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Councillor Compensation Policy

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<td></td>
<td>August 2024</td>
<td>Human Resources, Finance</td>
<td>Board</td>
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MANDATE

This Policy shall govern the compensation of Councilors in the Association. It is recognized by the Association that Councilors in the course of their public service ought to be compensated justly for their work. Such compensation is essential to ensure proper dedication to the duties of those offices. This policy shall apply to Councilors. This Policy shall be reviewed every two years by Council.

INTERPRETATION

1. This Policy may be called the Councilor Compensation Policy.
2. In this Policy, the following definitions shall apply:
   - “association” means the Carleton University Students’ Association;
   - “board” means the CUSA Board of Directors;
   - “compensation” means the full and proper remuneration for an elected official;
   - “councillor” means any member of the corporation and voting member of the CUSA Council, excluding the President/CEO;
   - “subcommittee” means a respective subcommittee of the board.

GENERAL ADMINISTRATION

Who should review Councilor Compensation?

3. The Human Resources Subcommittee and the Finance & Governance Subcommittee should jointly review Councilor Compensation.

Quorum
Quorum shall be as established within respective Subcommittee terms of reference, independently of one another.

Independence and Punishable Offenses
Councilors must not interfere with the deliberations of the Subcommittees or the Board or unduly influence them towards a certain course of action.

Conflict of Interest Policy (G-05), Councillor Accountability and Discipline Policy (G-10)
Councilors must not collect any benefits in the execution of their duties for this Association outside of their approved compensation, excluding CUSA Awards and reimbursements.

Conflict of Interest Policy (G-05) s. 4(3)

STANDARDS FOR COUNCILOR COMPENSATION

What can be considered compensation?
Compensation for councilors may be:
(a) An honoraria;
(b) in the form of discounts or rebates for CUSA-owned businesses;
(c) access to professional development opportunities; and
(d) a validation of experience in the Co-Curricular Record

Who is eligible for compensation under this policy?
CUSA Councilors not employed as Executives or Full Time Staff of the Association.

What is the compensation for serving as a CUSA Councilor?
Compensation for councilors will be
(a) a 10% discount on select items at CUSA-owned businesses
(b) a validation of experience in the Co-Curricular Record

What is the additional compensation for a Councilor serving as Chair of a Committee?
additional compensation for councilors serving as a chair of a committee that meets at least once per month shall be
(a) a $500 honoraria per academic semester where the above criteria is met
(b) a validation of experience in the Co-Curricular Record

Can an honorarium be increased or decreased?
Yes, only at the will of the Board.

How should it be decided whether an honorarium is to be granted to a Councilor or not?
Any individual executing in good faith, for any period of time, the responsibilities and duties of a councilor or chair of a committee shall be entitled to their honoraria.
Similarly, an honoraria shall be prorated should any councilor fail to complete their term.

**Surrender of honorarium**

Any Councilor may, at any time, surrender all or part of their compensation and have it returned to the general fund of the Association.

**How is honoraria processed?**

Upon completion of a term as a committee chair, the Human Resources office shall prepare the honoraria for each eligible individual and ensure the Finance Office processes the honoraria.

**How is the Co-Curricular record experience maintained?**

The Director of Student Development will ensure all council and committee chair positions are available within the Co-Curricular record.

### SCHEDULE OF AMENDMENTS

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APPENDIX E

New Business from Davin Caratao (Vice President Internal, CUSA) -- Draft Tribunal Member Compensation Policy (H-62, F-06)

**Tribunal Member Compensation Policy**

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<td>A Policy Respecting Compensation for Members of the Students Tribunal,</td>
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<td>Electoral Tribunal, and Judicial Board of the Association</td>
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<td>Human Resources, Finance</td>
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**Mandate**

This Policy shall govern the compensation of Tribunal Members in the Association. It is recognized by the Association that members of various Tribunals in the course of their public service ought to be compensated justly for their work. Such compensation is essential to ensure proper dedication to the duties of those offices. This policy shall apply to members of tribunals. This Policy shall be reviewed every two years by Council.

**Interpretation**

1. This Policy may be called the *Tribunal Member Compensation Policy*.
2. In this Policy, the following definitions shall apply:
   - "association" means the Carleton University Students' Association;
   - "board" means the CUSA Board of Directors;
   - "compensation" means the full and proper remuneration for an individual;
   - "tribunal member" means any voting member of either the Students Tribunal, Electoral Tribunal, or Judicial Board, excluding advisors;
   - "subcommittee" means a respective subcommittee of the board.

**General Administration**

Who can be compensated as a Tribunal Member under this policy?

3. Tribunal Members can be compensated for their work.
Advisors such as the Chief Returning Officer, University Staff, CUSA Staff, or CUSA Executives cannot be compensated as Tribunal Members under this policy.

Who should review Tribunal Member Compensation?

The Human Resources Subcommittee and the Finance & Governance Subcommittee should jointly review Councilor Compensation.

Quorum

Quorum shall be as established within respective Subcommittee terms of reference, independently of one another.

Independence and Punishable Offenses

Tribunal Members must not interfere with the deliberations of the Subcommittees or the Board or unduly influence them towards a certain course of action.

Conflict of Interest Policy (G-05)

Tribunal Members must not collect any benefits in the execution of their duties for this Association outside of their approved compensation, excluding CUSA Awards and reimbursements.

Conflict of Interest Policy (G-05) s. 4(3)

STANDARDS FOR TRIBUNAL MEMBER COMPENSATION

What can be considered compensation?

Compensation for Tribunal Members may be:

(a) An honoraria; and

(b) a validation of experience in the Co-Curricular Record;

Who is eligible for compensation under this policy?

Tribunal Members as defined in this policy.

What is the compensation for serving as a Tribunal Member?

Compensation for Tribunal Members will be

(a) a $50.00 honorarium per meeting attended,

(b) a validation of experience in the Co-Curricular Record;

Is there additional compensation for a Tribunal Member serving as Chair of a Tribunal?

No.

Can an honorarium be increased or decreased?

Yes, only at the will of the Board.
How should it be decided whether an honorarium is to be granted to a Tribunal Member or not?

14 Any individual executing in good faith, for any period of time, the responsibilities and duties of a councilor or chair of a committee shall be entitled to their honoraria.

Surrender of honorarium

15 Any Tribunal Member may, at any time, surrender all or part of their compensation and have it returned to the general fund of the Association.

How is honoraria processed?

16 Upon completion of a term as a Tribunal Member, the Human Resources office shall prepare the honoraria for each eligible individual and ensure the Finance Office processes the honoraria.

How is the Co-Curricular record experience maintained?

17 The Director of Student Development will ensure all applicable tribunal positions are available within the Co-Curricular record for those Tribunal members eligible to add to their Co-Curricular record.

SCHEDULE OF AMENDMENTS

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Executive Compensation Policy

LONG TITLE
A Policy Respecting Compensation for Executives of the Association

DATE OF ENACTMENT
Before 2013

LAST AMENDED
XX

REFERENCE No.
H-60

CROSS-REFERENCE.
F-04

NEXT REVIEW
August 2023

CATEGORY
Human Resources, Finance

COMPETENT CHAMBER
Board

MANDATE
This Policy shall govern the compensation of executives in the Association. It is recognized by the Association that elected officials in the course of their public service ought to be compensated justly for their work. Such compensation is essential to ensure proper dedication to the duties of those offices. This policy shall apply to Executives. This Policy shall be reviewed every two years by Council.

INTERPRETATION
1. This Policy may be called the Executive Compensation Policy.
2. In this Policy, the following definitions shall apply:
   “automatic adjustment” means a change to monetary compensation that is applied without action by the board due to fixation against an identified index;
   “board” means the CUSA Board of Directors
   “compensation” or “compensation package” means the full and proper remuneration for an executive;
   “executive” means any Executive member; and
   “subcommittee” means a respective subcommittee of the board

GENERAL ADMINISTRATION
Who should review Executive Compensation?
3. The Human Resources Subcommittee and the Finance & Governance Subcommittee should jointly review Executive Compensation.
Quorum
4 Quorum shall be as established within respective Subcommittee terms of reference, independently of one another.

Independence and Punishable Offenses
5 Executives must not interfere with the deliberations of the Subcommittees or the Board or unduly influence them towards a certain course of action.

Conflict of Interest Policy (G-05), Executive Policy (G-02), Executive Accountability & Discipline Policy

6 Executives must not collect any benefits in the execution of their duties for this Association outside of their approved compensation, excluding CUSA Awards and reimbursements.

Conflict of Interest Policy (G-05) s. 4(3)

STANDARDS FOR EXECUTIVE COMPENSATION

What can be considered compensation?
7 Compensation for executives may be:

(a) a salary;
(b) in the form of discounts or rebates for CUSA-owned businesses;
(c) in the form of tuition reimbursement;
(d) in the form of a parking or transit pass;
(e) in the form of enrollment in benefits plans;
(f) a validation of experience in the Co-Curricular Record; and
(g) a credit for a Co-op educational experience.

Can increases in compensation be made without the Board approving?
8 No increases to compensation may be made outside of an automatic adjustment or recommendation to the Board from both the Human Resources Subcommittee and Finance & Governance Subcommittee.

Can compensation be withheld?
9 Any individual executing in good faith, for any period of time, the responsibilities and duties of an executive shall be entitled to their compensation for the time served.

10 Similarly, compensation shall be prorated should any executive fail to complete their term.

Is compensation publicly reported?
11 A list of Executive roles and the compensation budgeted and received by each shall be made public within the budget.
Are all Executive roles compensated the same way?

12 All Executive members shall be entitled to the same base salary, except where the hours worked differ between positions.

13 All Executive members shall be entitled to the same benefits, except where the hours worked differ between positions.

How is the Executive salary set?

14 (1) The Executive salary shall be the previous year’s salary adjusted by the annual rate of change in the Consumer Price Index (CPI) Canada employed by the University to adjust ancillary fees, typically published in February.

   (2) The use of StatsCan CPI means the Executive salary will increase in a manner consistent with student fee increases.

15 The Board may decide to increase, decrease, or keep consistent the salary and other compensation of the Executive.

Can an Executive be compensated for serving in additional roles in an acting capacity?

16 If any member of the Executive fulfills the responsibilities and duties of another Executive member due to a vacancy, they should not be entitled to all or part of the compensation of the vacant position, unless otherwise determined by the CUSA Board.

How is compensation agreed to with Executives?

17 Upon confirmation of Election or Selection, the Human Resources office shall prepare employment contracts for each individual selected for an Executive position reflecting the compensation as outlined in this policy or as otherwise directed by the Board.

18 Individuals elected to Executive positions and the appropriate individuals within CUSA will sign employment contracts to formalize the employee-employer relationship.

How is the Co-Curricular record experience maintained?

19 The Director of Student Development will ensure all applicable Executive positions are available within the Co-Curricular record.

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PREAMBLE

This is the mandate letter and terms of reference for the Executive Composition Ad-Hoc Committee. This Committee is tasked with reviewing the Executive composition of the Association and with recommending prudent changes to the relevant bodies.

MANDATE

1 This Committee shall:
   (a) review the Terms of Reference of each executive position currently attached as Schedules to the CUSA Bylaw;
   (b) make any recommendations to Council or the Board relating to executive positions;
   (c) review the overlapping aspects of executive responsibilities;
   (d) review the weekly hourly commitment of executive roles;
   (e) review the number of executive positions;
   (f) review which responsibilities currently exist at and should remain at an executive level;
   (g) compose a final report addressing recommendations; and
   (h) engage any consultants or resources necessary to complete this mandate.

COMPOSITION

2 Per section 12 of the Committees Policy, this Committee shall have the following members:
   (a) three Councillors;
   (b) one student-at-large; and
   (c) the President/CEO;

MEETINGS
3 Per section 16 of the *Committees Policy*, this Committee shall meet not less than four times in two months, except where decided by two-thirds of members to meet less often.  

*Committees Policy (G-04) s.16*
Long-Term Strategic Plan Policy

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MANDEATE

This Policy shall govern the Plans created by the bodies of this Association for the long-term strategic benefit of this Association. This Policy seeks to formalize a process by which Strategic Plans can be created, adopted, and enacted by this Association, in order to form a more perfect Student Union. This Policy shall be reviewed every two years by Council and the Board.

INTERPRETATION

Short Title

1 This Policy may be called the Long-Term Strategic Plan Policy.

Definitions

2 In this Policy, the following definitions shall apply:
   “Committee” means the Long-Term Strategic Plan Steering Committee;
   “period” means the length for which the plan applies;
   “plan” or similar means the Long-Term Strategic Plan to be created by the Committee from time to time.

GENERAL PRINCIPLES

3 In the formation of Strategic Plans, this Association holds the following principles as desirable for the construction and formation of such plans:
(a) this Association aims to be a model Student Union, meeting the needs of students of this University by providing exceptional services within a democratic and open governance framework;
(b) this Association aims to protect and preserve a good standing in its institutional relationships, public reputation, legal affairs, and financial management;
(c) this Association aims for the harmonization and alignment of processes within this Association, its decision-making bodies, stakeholders, and employees;
(d) this Association aims to consult and involve students-at-large in the processes of the Association;
(e) the Board and Council are tasked with setting the strategic priorities and goals over a multi-year time frame, and overseeing their implementation;

LONG TERM STRATEGIC PLAN STEERING COMMITTEE
4 There shall be a Standing Committee, acting under the Committees Policy, known as the Long-Term Strategic Plan Steering Committee.

Committees Policy (G-04) ss. 6-25

5 The members of the Steering Committee shall be:
(a) the Chair of the Board;
(b) the Vice Chair of the Board;
(c) two Directors, elected by the Board;
(d) two Councillors, elected by Council;
(e) the President & CEO (Chair);
(f) the Vice President Finance;
(g) the Vice President Internal;
(h) the Vice President Student Issues;
(i) the Vice President Student Life;
(j) the Vice President Community Engagement;
(k) the Executive Director, nonvoting;
(l) the Director of Finance and Administration, nonvoting;
(m) the Director of Student Development, nonvoting;
(n) the Director of Communications and Strategy, nonvoting; and
(o) the Director of Student Services, nonvoting.

THE PLAN
6 The Association shall develop and publish a Strategic Plan for a period spanning not less than four years.
7 The period shall start on the 1st of May in any given year.
The Committee shall, in the beginning of the academic year that the last Plan ends, or, in the inaugural year that this Policy is passed, in the same year, draft this Strategic Plan according to the procedure in this Policy.

**Development**

The Committee shall consider and include, in accordance with the General Principles stated in this Policy, the following items in their draft Plan:

(a) the longstanding fundamental mission statement of the Association as a whole;
(b) the core vision for the Association during the period;
(c) a statement of values or guiding principles, which shall include at the least the principles in s. 3, under which the Association seeks to conduct its operations and relationships;
(d) specific strategic goals to be realized in the pursuit of the vision;
(e) assignment of such goals to Executive portfolios, Bodies or Departments of this Association; and
(f) an implementation plan, required resources, and success criteria for those goals.

The Plan shall further include considerations beyond the period of focus, including recommendations for future long-term plans and projects spanning multiple periods.

The Plan shall further include goals, as in section 9 paragraph (d) to be achieved within the period of the Plan, for broader multi-period projects as in section 10.

**Consultation**

The development of the Plan shall follow the extensive consideration of students-at-large, the Board, Council, the Executives, Service Centres, Businesses and staff, whether in written testimony or oral questioning.

The Committee shall, in order to further its consultative efforts, host public meetings and roundtable discussions with stakeholder groups, and issue general surveys.

**Passage**

The Board and Council shall, by joint resolution, adopt the Plan in the first half of the first year of the Plan's period.

**REPORTING**

Not less than twice per year, the Executive Council shall meet to discuss and review the Plan and assess it against their yearly priorities.

Every year, at a meeting of Council and of the Board in the Fall term, the Executives shall give a report on the status and progress of the Plan.
17 This report shall include, at the least:
(a) the progress in the specific strategic goals;
(b) any recommended additions, deletions, and corrections to the goals, following a reasonable review of continuing relevance and appropriateness;
(c) the progress in the broader vision of the period; and
(d) a review of the adherence to the guiding principles of the Association in the past year; and
(e) if in the last year of the period, recommendations for the next Strategic Plan following from the vision and goals of the one ending.

ADMINISTRATION
Publication
18 The Plan, the draft from the Committee, and every annual progress report shall be made publicly available, in a prominent place, digitally and in print.

Distribution
19 Every newly elected official and newly hired staff member shall be distributed a copy of the Plan at the beginning of their term.

Schedules and Regulations
20 The Board shall be empowered to make Regulations under this Policy, published as Schedules to the same, to the extent that they do not contradict with the provisions of this or any other Policy.

OVERRIDE AND AMENDMENT
21 Council may, by resolution of 2/3 of its members, direct the Board to amend or rescind the Strategic Plan.
22 A Strategic Plan that was rescinded by Council shall be replaced in the same year by a new Strategic Plan.

Schedule I – Sample Table Of Contents

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A Strategic Plan shall have a Table of Contents that resembles the following:

Introduction

Executive Summary

Mission Statement

Vision for 2023-2027: Renewing CUSA

Strategic Goals

Equity and Positive Representation

Independence and Strong Advocacy

Transparency in Policy and Finance

Engaging Students

Revitalizing Businesses and Service Centres

Schedule II – References

REFERENCES:

Brock University Students’ Union - Strategic Plan, 2021-2025
Dalhousie Student Union - Strategic Planning Policy, 2019
Ryerson Students’ Union - 5 Year Strategic Plan, 2020-2025
University of Alberta Students’ Union - Strategic Plan, 2019-2023
University of Alberta Students’ Union - Bylaw 4000, Students’ Union Strategic Plan
University of New Brunswick Strategic Plan
University of Toronto Students’ Union - Operations & Finance Policies, POLICY 101 - Policy on Strategic Planning
Western University Students’ Council Strategic Plan
Wilfrid Laurier University Students’ Union - Strategic Plan, 2020-2025
StFX Strategic Plan
Brock University Students’ Union

OUR VISION

To cultivate a generation of students that intently shape our world.

The ultimate work of BUSU is the realization of our vision. All our efforts, objectives, and resources aim to foster generations of students with the mindset, skillset, and tools to be transformative global citizens. During their time at Brock and much after, students continue to intently create a positive impact on the world that echoes into future generations.

OUR MISSION

To foster an ever-improving Student Experience that is transformational, enriching, and empowering.

Our singular focus at BUSU is to create the best student experience ever. However, the word best leaves us undefined, so we will instead improve the student experience every day to achieve being the best. The student experience encompasses the personal, social, and educational journey we all go through at Brock.

Our BUSU Student Experience will transform students to be active change-makers in our community. It will enrich their lives through engaging events and programming while providing the necessary resources for empowered advocacy, public involvement, and active participation in internal governance. Lastly, the BUSU Student experience will empower students to pursue personal and professional growth to create life on their terms.

OUR OBJECTIVES

We achieve our mission by:

- Deeply understanding the evolving needs of students
- Enhancing the educational, social, and personal lives of students
- Advocating on behalf of and with students, internally and externally
- Providing resources, services, and support to enrich the student journey
- Fostering welcoming and inclusive student communities

Dalhousie Student Union:

On consultation and data collection:
3.2.4 Data to be considered must include, but is not limited to:

3.2.4.1 Annual DSU Survey Results;
3.2.4.1.1 Annual DSU Survey results will be available no later than December 10th.
3.2.4.2 Post-secondary educational trends;
3.2.4.3 Socio-economic and demographic characteristics;
3.2.4.4 Any relevant new regulations and legislative changes;
3.2.4.5 Consultative forums and focus groups;
3.2.4.6 Current and projected DSU budgets.

UTSU
AREA OFP Operations & Finance Policies
POLICY 010 Policy on Strategic Planning
OWNERS Governance Committee of the Board of Directors
AFFECTS (ALL)

OFP-010 | Policy on Strategic Planning
Preamble & Scope
1. The purpose of this policy shall be to outline the principles and process for the establishment and maintenance of strategic plans at the UTSU.
2. In order to successfully fulfill the mandate of the UTSU in a forward-thinking manner, a clear and shared vision is necessary for the organization. Strategic planning, stakeholder assessments, and environmental scans are a necessary part of accomplishing this goal.

Development and Review
3. The UTSU shall develop and publish a strategic plan in accordance with the following:
   a. Development shall adopt a consultative process, taking into extensive consideration the voices of the UTSU membership, board, and staff
   b. Once a draft is produced, members of the Board shall have the opportunity to review, discuss, and finalize the strategic plan before the plan is sent for final approval.

4. The UTSU shall review its strategic priorities in accordance with the following:
   a. The Executive Committee shall commence an annual review of the strategic plan, in conjunction with the staff of the UTSU, during the fall semester.
   b. Members of the Board of Directors shall be invited to working groups each winter semester, allowing for feedback and participation in the review.
c. A report on the review shall be presented to the Board of Directors during the winter semester by the Executive Committee.
   i. Reports presented to the Board should consider the following:
      1. Progress in specific target objectives;
      2. The UTSU’s progress towards achieving its broader goals, long-term objectives, and values;
      3. Whether existing projects and activities are within the parameters of the strategic plan’s vision, strategy, and objectives;
      4. Whether certain goals originally outlined in the strategic plan are no longer viable or relevant to the UTSU’s values; or
      5. Whether certain goals should be added, changed, or removed from the mandate of the strategic plan.
   ii. Upon receipt by the Board of Directors at a meeting, the report shall be published on the UTSU website for posterity.

Western USC

From Ryerson Students Union:

The Ryerson Students Union 2019/2020 Board of Directors implemented the 5 Year Strategic Plan on April 21st, 2020.

RSU Executives are expected to carry out the recommendations outlined in this document each year. The strategic plan will help with creating better governance structures for the long term stability of our organization. Which helps the RSU better service the needs of our members.

The document is set to be renewed by the 2025/2026 Board of Directors.

Executive Committee Meeting

Executives should have two (2) mandatory meetings throughout their term that reviews the 5 Year Strategic Plan. The objective of these meetings will be to select areas of the strategic plan that they can realistically work on throughout their term.

First Meeting
Within the first two (2) months of the Executives term they should sit down with the Executive Director and Financial Controller to strategize for the rest of the year. In this meeting, the Executives should have a clear idea of what they would like to accomplish with regards to events, campaigns, and initiatives. Once they have their year laid out, they should consult the 5 Year Strategic Plan to create a strategy for the year that will benefit the organization and will move the RSU towards accomplishing the recommendations laid out in the strategic plan. This should be a united effort by all the executives to complete these objectives.

Second Meeting
At the end of the Executives term, during their last month in April, the executives should get together to discuss what recommendations they worked towards this year and what they were able to accomplish. This meeting should be minuted and documentation should be provided to the next Executive Committee so they are aware of what has been completed and what still needs to be accomplished.
At this meeting, the Executives should also propose new recommendations or ways to improve the RSU based on their experience and observation over their term.
The Executive Director will be responsible to organize and provide the documentation to each incoming Executive team to help them strategize and accomplish the recommendations set out in this document.

In 2025, the acting Executive Director and President should work towards putting together a new 5 strategic plan committee, in which Executives, Staff Members, and Board of Directors work together to create a new or updated 5 Year Strategic Plan.

The plan should outline the mission of the RSU, the success, and recommendations to address the areas of improvement. It should be passed by the acting Board of Directors at the end of the year, and if possible, at the Annual General Meeting to get student input. Additionally, surveys should be conducted with the RSU membership to get students advice on where the RSU should be headed for the future.

From University of Alberta Students Union:
The Strategic Plan provides a broad framework that guides the Students’ Union in its decision making and goal setting. The Mission, Vision, and Values are the foundation of our culture and we use them in determining our actions. The Critical Success Factors and their associated goals are used to frame particular priorities for the life of the plan; these are the areas we must work intentionally to address. In this way, the plan provides long-term consistency to our actions, while permitting ongoing, annual revisions to how we execute the imperatives of the plan. In conclusion, this plan and its predecessors are the documents that ensure our operations continue to best serve the students at the University of Alberta. This plan is a commitment to the long-term sustainability of our organization, advancing the student movement, and developing the Students’ Union in ways that are important to students.

In March 2011 Students’ Council passed Bylaw 4000, which requires the SU to “develop, maintain, and use” a Strategic Plan. The bylaw also requires the SU to renew the plan every four years, a reflection not only of the importance of the planning process, but also of how much the SU has grown, the increased sophistication of its programs, and the changing environment - particularly in the area of technology - in which it operates.

Policy:

1. Purpose

   1. The purpose of this Bylaw is to:
      1. Provide a framework under which the Students Union may pursue its long and short-term objectives in a practical and efficacious manner;
      2. Establish the Students’ Union as a professional organization through sound business and management planning practices;
      3. Provide the pre-requisite framework for a good governance as steward of student resources; and
      4. Provide a framework for objective evaluation of and for its membership, its political officers, services and service providers, and business operation.

2. Definitions

   1. For the purpose of this Bylaw:
1. “Strategic Plan” shall mean the master plan for the Students’ Union addressing the overall organizational objectives of the Students’ Union as a whole during the life of the plan.

2. “Executive Plans” shall mean the plans outlining the specific objectives and supporting action plans to be achieved by each voting member of the Executive Committee over the term of the current Executive Committee.

3. “Operating Plans” shall mean the plans outlining the specific objectives and supporting action plans to be achieved by each Students’ Union department.

3. Obligations

1. Through this Bylaw the Students Union is obligated to:
   1. Develop, maintain, and use a Strategic Plan.
      1. The Executive Committee shall act as the steward of the Strategic Plan on behalf of Students’ Council and the membership.
   2. Develop, maintain, and use Executive Plans and Operating Plans which support, as appropriate to functional area, the Strategic Plan and its components.

4. Components of the Strategic Plan

1. The Strategic Plan shall comprise of:
   1. A Mission Statement of the Students’ Union as a whole,
   2. A Vision for the Students’ Union as a whole,
   3. A statement of Values under which the Students’ Union conducts its operations and relationships,
   4. Critical Success Factors which support the achievement of the Vision, and
   5. Strategic Goals that are to be realized in order to achieve the Vision.

5. Life of the Strategic Plan

1. The Strategic Plan shall have a life no less than four years.

6. Components of the Executive Plans

1. Each Executive Plan shall comprise of:
   1. A mission statement addressing the role under the Strategic Plan,
2. Executive objectives which account for the achievement of the Mission with respect to the Critical Success Factors and Strategic Goals of the Strategic Plan,
3. Action plans to achieve the executive objectives that respect the statement of Values,
4. A projection of the required resources to achieve the action plans, and
5. Measurement criteria to evaluate the success of the plan.

7. Components of the Operating Plans

1. Each Operating Plan shall comprise of:
   1. A mission statement addressing the department’s role under the Strategic Plan,
   2. Operating objectives which account for the achievement of the Mission with respect to the Critical Success Factors and Strategic Goals of the Strategic Plan,
   3. Supporting Action Plans to achieve the Strategic Objectives that respect the statement of Values,
   4. A projection of the required resources to achieve the action plans, and
   5. Measurement criteria to evaluate the success of the plan.

8. Review of Executive and Operating Plans

1. The Executive Committee shall provide Executive Plans to Students’ Council, accompanied by a presentation, prior to July 31st of the given year.
2. The Executive Committee shall provide to Students’ Council a review of the Executive Plans, accompanied by a presentation, prior to January 15th of the given year.
3. The Executive Committee shall present a review of the year to Students’ Council, prior to the conclusion of that Students’ Council’s elected term.
4. Operating Plans shall be reviewed annually by the Executive Committee and the Finance Committee.

9. Ratification and Alterations

1. A two-thirds majority vote of Students’ Council shall be required in order to:
   1. Ratify a Strategic Plan, and
   2. Amend the Strategic Plan in effect.
10. Strategic Plan Steering Committee

1. The mandate of the strategic plan steering committee shall be to review the Strategic Plan by:
   1. examining the relevancy and appropriateness of the mission, vision, statement of values, critical success factors, and strategic goals; and
   2. inducing a process to redevelop and renew the Strategic Plan as appropriate.
2. The strategic plan steering committee shall be struck:
   1. After four (4) years have elapsed from the previous review, or
   2. Upon a two-thirds majority vote of Students’ Council to do so.
3. The President shall chair the Strategic Plan Steering Committee.

11. Renewal of the Strategic Plan

1. The Strategic Plan Steering Committee shall be struck to review the Strategic Plan:
   1. After four (4) years have elapsed from the previous review, or
   2. Upon a two-thirds majority vote of Students’ Council to do so.
2. A review of the Strategic Plan shall:
   1. Examine the relevancy and appropriateness of the Mission, Vision, statement of Values, Critical Success Factors and Strategic Goals; and
   2. Induce a process to redevelop and renew the Strategic Plan as appropriate

Laurier
The Ends of the Students’ Union
The Students’ Union uses the Policy Governance system to define its strategic priorities and establish standards for transparency and accountability. The ultimate purpose of the Students’ Union is defined in the Ends policy, a central component of the Policy Governance Model.

The Ends of the Students Union: The Organization exists to represent, advocate for, and support the primary stakeholders, the students of Wilfrid Laurier University, and to provide them with a holistic university experience and an enhanced student life. The costs of these benefits will be justified by the results. In no specific order of priority, students will benefit from: An affordable, accessible, and high quality academic experience. A safe, sustainable, and empowering environment. Diverse and inclusive social interaction. Products and services that cater to the financial needs of students. The Mission, Vision, Guiding
Principles, and goals of this strategic plan are intended to further specify and articulate the priorities established in the Ends

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: 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.
APPENDIX I

New Business from Davin Caratao (Vice President Internal, CUSA) -- Draft Procurement Policy (D-XX)

**Procurement Policy**

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**MANDATE**

This Policy shall govern the procedures and best practices for the Association’s procurement of goods and services. The Policy establishes the authority of the Association's Board, its officers, and employees, to authorize and execute transactions to procure goods and services in accordance with the *Not for Profit Corporations Act* (2010) and the *Articles of Incorporation*. The Policy further outlines the Association's procurement, request for proposal, and decision-making process for various transactions at various levels of importance. The Policy encourages the timely purchase of goods and services, and to ensure its commitment to accountability, transparency, efficiency, and equity.

This Policy shall be reviewed every three years by the Board.

**INTERPRETATION**

1. This Policy may be called the *Procurement Policy*.

2. In this Policy, the following definitions shall apply:

   "term" means the definition.

   "bid solicitation" means any competitive procurement process authorized by this policy, including a Request for Tender, Request for Quotation, or Request for Proposal;

   "conflict of interest" has the same meaning as in the *Conflict of Interest Policy*;

   "consulting services" means the provision of expertise of strategic advice that is presented for consideration and decision-making, not to be confused with ‘professional services,’ as below;
“equitable vendor” means any business or enterprise that is certified to be majority\
more than 50% owned, managed, and controlled by persons belonging to an\
equity-seeking community, such as Black Owned Businesses and/or businesses on the 
Indigenous Business Directory or are members of the Canadian Council for Aboriginal 
Business;

“financial approval authority” means the individual(s) or position(s) with permission 
to approve transactions for execution. The approval attests to the appropriateness of 
the transaction within CUSA’s budgetary guidelines. An individual who has been given 
financial approval authority is thereby charged with financial accountability and 
ensuring the appropriate use of funds. This individual or position is either the CUSA 
Board or an individual who has been delegated financial approval authority by the 
CUSA Board, as outlined in the CUSA ByLaws & CUSA Board Terms of Reference;

“open competitive process” means a CUSA-led public procurement open to all 
vendors;

“procurement value” means the total anticipated financial spend or outlay (excluding taxes) 
over the life of the commitment, including optional renewal periods, if applicable; however, departments should consider any additional costs (e.g. taxes) when preparing 
annual forecasts and/or budgets;

“professional services” means engagement of a person or entity retained under a 
fee-for-service arrangement to perform specific tasks under a client’s direction for a 
limited period;

“request for proposal” or “RFP” a purchasing process in which suppliers are publicly 
invited to propose a solution to a problem, requirement, or objective and supplier 
selection is based on the effectiveness of the proposed solution rather than on price as 
the primary consideration, and may permit negotiation between CUSA and one or more 
bidders about certain aspects of the request;

“request for quotation” or “RFQ” means a purchasing process in which suppliers are 
asked to provide a quote for the provision of a good or service, and may include 
television bids. It is used where the contract requirements are well defined such that 
bids may be evaluated and compared on the basis of price and delivery, and where 
contract award may be determined on the basis of lowest-priced bid that meets all of 
CUSA’s requirements, subject to CUSA’s discretion. It may involve a public call for quotes 
or may be part of an invitation-only process;

“request for tender” or “RFT” means a purchasing process in which suppliers are 
publicly invited to submit bids and the bids are compared on the basis of price and 
delivery and where contract award may be determined on the basis of lowest-price bid
that meets all of CUSA's requirements, subject to CUSA's discretion, and may permit negotiation between CUSA and one or more bidders about certain aspects of a request;

3 This policy applies to all employees of the Association and the Board, and to any acquisition of goods or services for Association activities by employees and the Board.

PRINCIPLES

4 The Association is committed to:
   (a) ensuring the acquisition of goods and services is undertaken in an open, fair, transparent, efficient, ethical, principled, and cost-effective manner while obtaining the best value for the total acquisition cost of all goods and services purchased; while keeping all acquisitions in alignment with CUSA's values and ethical decision making process.
   (b) binding officers and employees of the Association to implement the decisions of the Board. The ethical, efficient, timely, and accountable management of procuring goods and services in a timely fashion makes it appropriate for the Board to delegate certain administrative powers and duties to officers and employees of CUSA subject to oversight by the CUSA Board.
   (c) establishing guidelines for purchasing goods and services for all Association departments, businesses, and units, including procurement planning and risk mitigation considerations; and
   (d) raising awareness of environmental stewardship, sustainability, decolonization, and equitable practices in the procurement of goods and services.

POLICY AUTHORITY

5 The CUSA Board has the responsibility of maintaining procurement policy and procedure and ensuring any responsibilities are delegated only to entities duly informed of and trained on this policy and accountability to the CUSA Board.

6 The CUSA Board has ultimate authority in all matters of Corporation management at all times. In the event of a conflict between the terms of this policy and a specific resolution of the CUSA Board, the resolution of the Board prevails.
   a) This policy applies to all employees of CUSA and the CUSA Board
   b) This policy applies to any acquisition of goods or services for CUSA activities by CUSA employees and the CUSA Board

GUIDELINES

Who has authority over CUSA Procurements?
The CUSA Board has authority over CUSA Procurements, including sponsorships, renovations, leases, physical plant, etc and is capable of outlining and delegating these responsibilities to others, as outlined in the remainder of this policy.

(1) The Board may always request to be involved in processes even after they have delegated them, and efforts should be made to inform the Board of Procurement possibilities at a Board meeting and in advance of the Procurement. In short,

(2) Those delegated the ability to execute a Procurement are and must represent themselves as acting on behalf of the Board in the absence of them actively meeting, and may have their responsibilities may be curtailed by at the discretion of the Board if:

(a) any single Procurement is not managed in accordance with this policy;
(b) any since procurement is not within the scope they delegated; or
(c) if the Board feels a pattern of procuring outside of Board meetings has become a troublesome pattern to avoid Board oversight.

CATEGORIZATION OF BID SOLICITATIONS
When is a “Request for Tender”, “Request for Quote”, or “Request for Proposal” required or not required?

No bid solicitation is necessary for None of the various “Request” processes are required for departmental purchases totalling less than $100 and previously approved by the Board as a part of larger departmental budget documents.

The Board may, by resolution, determine a method for bid solicitation or set the procurement value as found appropriate.

Unless otherwise provided, a Request for Tender should be used when the procurement value is expected to be between $100 and $999.99, or a Procurement Value exceeding that amount is part of an uninterrupted and routine administrative function of CUSA (i.e. office supplies) previously approved by the Board.

(1) Unless otherwise provided, a Request for Quotation should be used when the procurement value is expected to be or exceed $4000.

(a) When a Procurement Value is in doubt, the Board will vote my majority to accept a Procurement Value for the initiative.
(b) Various exceptions and specifics may be outlined in this policy or outlined by the Board on a case-by-case basis
SPECIFIC PROCUREMENT PROCESSES AND EXCEPTIONS

Food and Beverage or Business Inventory

14 The Board may approve the regular purchase of Food & Beverage or Inventory for Rooster’s, Haven, and Ollie's, and may set an amount that should not be exceeded as a guideline for the operations of the Businesses.

15 Significant Food & Beverage or Inventory changes that would amount to a change in the business model or purpose of the business must be endorsed by a majority of the Board.

Sponsorship Funds

16 The Board may allocate any amount of funds within any budget line to sponsorships.

17 Sponsorships independently $499 or less or cumulatively $3999.99 or less may be moved within a single department budget line previously allocated by the Board with a simple notification of the sponsorship being presented to the Board in a written form with meeting materials for the next regular meeting.

18 Sponsorships independently $500 or more or cumulatively $4000 or more must be approved by a majority of the Board. If the matter cannot wait for the next regularly scheduled Board Meeting, Directors can register their approval or disapproval through previously designated e-mail.

19 All sponsorships should follow the Sponsorship Policy & Procedure.

Procuring Consultants

20 Consultancies independently $249.99 or less or cumulatively $1999.99 or less may be retained within a single department budget line previously allocated by the Board with a simple notification of the consultancy being presented to the Board in a written form with meeting materials for the next regular meeting.

21 Consultancies independently $250 or more or cumulatively $2000 or more must be approved by the majority of the Board. If the matter cannot wait for the next regularly scheduled Board Meeting, Directors can register their approval or disapproval through previously designated e-mail.

22 In the cases where a consultant is retained under clause 5. d) i) but continued retention would cross into the jurisdiction of 5. d) ii), the continued retention must be approved by the majority of the Board. If the Board does not vote to extend, the consultant must be terminated.

Lawyers & Auditors

23 The Board can set budgets for legal and financial advice, but permits officers of the Corporation to exceed those budgets between Board meetings with every effort to involve
the Board Chair when the Corporations legal, financial, or reputational position is in jeopardy and short-term legal or financial advice is necessary to rectify the situation. To the extent possible, overages on budgeted amounts for lawyers and auditors fees between meetings should be retroactively approved or declined by the Board.

**Procuring Office Furniture or Business Physical Plant**

24 A Request for Quotation shall be used for Office furniture or Physical Plant of any service centre or CUSA office space where the expected Procurement Value is between $0 and $3999.99.

25 A Request for Quotation shall be used for Office furniture or Physical Plant of any CUSA Business or leasee space where the expected Procurement Value is between $0 and $9999.99.

26 A Request for Proposal process shall be used for Office Furniture or Physical Plant of any service centre or CUSA office space where the expected Procurement Value is $4000 or more.

27 A Request for Proposal process shall be used for Office Furniture or Physical Plant of any CUSA business or leasee space where the expected procurement value is $10,000 or more.

**Procuring Renovation Funds**

28 A Request for Quotation shall be used for renovation projects of any service centre or CUSA office space, where the expected procurement value is between $0 and $3999.99.

29 A Request for Quotation shall be used for renovation projects of any CUSA Business or leasee space, where the expected procurement value is between $0 and $9999.99.

30 A Request for Proposal shall be used for renovation projects of any service centre or CUSA office space, where the expected procurement value is $4000 or more.

31 A Request for Proposal shall be used for renovation projects of any CUSA business or leasee space, where the expected procurement value is $10000 or more.

**Large Fiscal Projects**

32 A Request for Proposal shall be used, subject to Board approval, for projects involving sums of money $10000 or more on any single Procurement or initiative, including but not limited to:

(a) purchasing real estate;
(b) construction of a new building;
(c) a company vehicle;
(d) or other large Procurements not covered by this or other policies (including the *Investments Policy*).
Tenancies

34 The Board must approve all tenancies in CUSA leased spaces before a tenancy agreement can be signed.

RESPONSIBILITY AND DELEGATION

35 The Board can delegate any individual to execute their Procurement wishes and replace or hold that person accountable by removing their ability to be a signing authority of the Corporation if a Board motion any order of the Board is found not to be followed.

36 The Board can approve Procurements up to a year in advance of when necessary or of when the Procurement is executed. If a full calendar year passes from a Board motion to Procure (or from budget passage that included Procurement Clauses) the Procurement must be reconsidered and endorsed again or rejected by the Board.

37 If an individual believes a Procurement has occurred in contravention of this policy, they should immediately write a detailed accounting of the situation and provide as much evidence as possible plus the written submission to the Chair of the Board via e-mail address.

PUBLIC POSTINGS FOR BID SOLICITATIONS Postings of RFT, RFQ, and RFP

38 Public postings of RFT, RFQ, and RFP should be posted on https://www.cusaonline.ca/ under the “Opportunities” tab on the “Procurement” page for at least 14 days or 10 business days, whichever is shorter.

39 The Board shall set any requirements for the length which postings for Requests for Proposal must be open, as large initiatives require lengthy preparation in order to collect reasonable competition.

40 The Board holds sole responsibility to waive the posting timeline requirements and set timelines on all bid solicitations RFT, RFQ, and RFP.

EVALUATION OF BID SUBMISSIONS

41 The CUSA Board may delegate the evaluation of bids, tenders, quotes, or proposals to any officer of the corporation, staff member, expert, committee, other governance body of CUSA, subset of the Board, or the Board itself.

42 Evaluations shall always be made in ways that determine what is best for CUSA, and not for the individual applicants.

43 Submissions may be updated or amended by applicants in such a way that allows for entities to compete for the financial benefit of CUSA.

44 Where two submissions are equal but one is from an Equitable Vendor, there shall be a recognition that the Equitable Vendor application should be given preference, given
the structural obstacles overcome in the course of arriving at an equal submission with an entity that does not qualify as an Equitable Vendor.

PARAMOUNTCY AND CONSISTENCY

45 Where there may be apparent contradictions between this policy and other legal requirements to which CUSA is subject, every effort should be made to interpret both this policy and the other requirement in a consistent and harmonious manner.

46 If any provision of this policy is found to be inconsistent with the provisions of a collective agreement, the collective agreement will prevail, unless the policy provision is required by law, in which case the policy provision will prevail.

47 Where funding for a purchase is provided by a funding agency, a more stringent set of approval requirements may be used at the discretion of the funding agency. If the funding agency approval requirements are more stringent than this policy, the funding agency requirements will prevail.