

*The Board of Directors of the Carleton University  
Students' Association both acknowledges and is  
reconciling with its location on the unceded and never  
surrendered territory of the Algonquin First Nation.*

## **MINUTES for the 12th Meeting of the CUSA Board of Directors**

**May 6th 2023, at 4:00 pm EDT  
Hybrid (Haven - 43 Seneca/Online)**

**IN ATTENDANCE (bolded): Chair Harris, Vice-Chair Alary, Director Buri, Director Davis,  
Director Jajo-Yacoub, Director Johnson, Director Pilatwe, President Riazuddin, Director  
Syoufi**

**STAFF IN ATTENDANCE:** Dustin Rivers (Executive Director), Doug Steringa (Director of  
Finance), Sam Kilgour (Director of Student Development), Merna Mikhail (Director of Human  
Resources)

1. Call to Order
2. Disclosure of Interest
3. Approval of the Agenda
  1. Motion to Approve the Agenda as Presented (B-119)
4. Approval of Past Minutes
  1. Motion to Approve the Regular Board Meeting Minutes from March 12, 2023 (B-120)
5. Election for Chair of the CUSA Board of Directors
  1. Nominations and Secret Ballot Election for Chair of the CUSA Board of Directors
  2. Motion to Select the Chair of the CUSA Board of Directors (B-121)
6. Election for Vice-Chair of the CUSA Board of Directors
  1. Nominations and Secret Ballot Election for Vice-Chair of the CUSA Board of Directors
  2. Motion to Select the Vice-Chair of the CUSA Board of Directors (B-122)
7. Presentations/Delegations
8. Directors Reports
9. Staff Reports
  1. Report from All Staff
10. Committee Reports
  1. Motion to Strike the Agenda Subcommittee (B-123)
  2. Motion to Fill the Agenda Subcommittee (B-124)
  3. Motion to Strike the Finance and Governance Subcommittee (B-125)
  4. Motion to Fill the Finance and Governance Subcommittee (B-126)
  5. Motion to Appoint a Chair to the Finance and Governance Subcommittee (B-127)
  6. Motion to Strike the Human Resources Subcommittee (B-128)

7. Motion to Fill the Human Resources Subcommittee (B-129)
8. Motion to Nominate a Class I Director the Board Nominating Committee (B-130)

11. Introduction of Bylaws/Policy

12. Reconsideration of ByLaws/Policy

13. Announcements and Correspondence

1. Subcommittee Assignment Notice
2. E-Vote for Record: Budget Proposal for Onboarding and Training (B-118)

14. New Business

1. Motion to Approve the Safety Policy Statement (H-46) (B-131)
2. Motion to Approve the Concurrent Offices Policy (B-132)
3. Motion to Approve the Cashout Policy (B-133)
4. Motion to Approve the Judicial Policy (G-03) (B-134)
5. Motion to Create Associate Vice Presidents (AVPs) (B-135)
6. Motion to Extend the Contract of Chief Returning Officer Connor Plante (B-136)
7. Motion to Amend the Hiring Policy & Procedure to Include the Creation of a Manager of Charitable Initiatives (B-137)

15. In-Camera Session

1. Motion to Move to In-Camera Session (B-138)

16. Notice of Motion

1. Motion to Approve the CUSA Board Rules of Procedure

17. Unfinished Business and Deferred/Tabled Items

18. Other Business

1. Review of the CUSA Board Attendance Policy

19. Question and Answer Period

20. Adjournment

## 1. Adjournment (B-1XX)

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### Appendices:

Appendix A: Report from All Staff

Appendix B: E-Vote for Record: Budget Proposal for Onboarding and Training

Appendix C: Proposed Safety Policy Statement (H-46)

Appendix D: Proposed Concurrent Offices Policy

Appendix E: Proposed Cashout Policy

Appendix F: Proposed Judicial Policy (G-03)

Appendix G: Correspondence from Mohamed "Faris" Riazudden (President, CUSA) –

Proposed Plan for Associate Vice President (AVP) Positions

Appendix H: CUSA Board Attendance Policy

**Item 3.1**

**Motion to Approve the Agenda as Presented (B-119)**

**BE IT RESOLVED** that the Agenda for the 6 May, 2023 Regular Board Meeting be approved as written.

Moved: Director Alary

Seconded: Director Davis

**Carried Unanimously**

**Item 4.1**

**Motion to Approve the Regular Board Meeting Minutes from 12 March, 2023 (B-120)**

**BE IT RESOLVED** that the past minutes for the 12 March, 2023 Regular Board Meeting be approved as written.

Moved: Director Harris

Seconded: Director Syoufi

**Carried Unanimously**

## Item 5.1

### **Nominations and Secret Ballot Election for Chair of the CUSA Board of Directors**

Nominations for Chair were open for a one-week period spanning from 28 April 2023, to 5 May 2023. Each candidate was required to complete and submit a written explanation for their candidacy to the *de-jure* Chair of the CUSA Board of Directors, Mohamed “Faris” Riazudden, by the end of the week-long nomination period. Upon closing of nomination all written submissions received were sent to the entire Board for review.

Questions for each candidate may be submitted in advance of the first meeting after the Annual General Meeting, or asked in person at the first meeting after the Annual General Meeting.

The following Directors have submitted their candidacy for Chair of the CUSA Board of Directors:

- Director Harris

**Item 5.2**

**Motion to Select the Chair of the CUSA Board of Directors (B-121)**

**WHEREAS**, pursuant to section 3(a) with the CUSA Board Rules of Procedure, the CUSA Board is required to select a Chairperson for the functioning of this chamber

**AND WHEREAS**, pursuant to the CUSA Board Rules of Procedure, the Chair of the CUSA Board of Directors shall be elected at the first meeting following the Annual General Meeting from the membership of the Board

**AND WHEREAS** the CUSA Board of Directors, through election by secret ballot, voted to elect Director Harris for the position of Chair of the CUSA Board of Directors

**BE IT RESOLVED** that Director Harris assume the office of Chair of the CUSA Board of Directors, effective immediately

Moved: Director Syoufi

Seconded: Director Alary

**Carried Unanimously**



## Item 6.1

### **Nominations and Secret Ballot Election for Vice-Chair**

Nominations for Vice-Chair were open for a one-week period spanning from 28 April 2023, to 5 May 2023. Each candidate was required to complete and submit a written explanation for their candidacy to the *de-jure* Chair of the CUSA Board of Directors, Mohamed “Faris” Riazudden, by the end of the week-long nomination period. Upon closing of nomination all written submissions received were sent to the entire Board for review.

Questions for each candidate may be submitted in advance of the first meeting after the Annual General Meeting, or asked in person at the first meeting after the Annual General Meeting.

The following Directors have submitted their candidacy for Vice-Chair of the CUSA Board of Directors:

- Director Alary

**Item 6.2**

**Motion to Select the Vice-Chair of the CUSA Board of Directors (B-122)**

**WHEREAS**, pursuant to section 3(b) with the CUSA Board Rules of Procedure, the CUSA Board is required to select a Vice-Chairperson for the functioning of this chamber

**AND WHEREAS**, pursuant to the CUSA Board Rules of Procedure, the Vice-Chair of the CUSA Board of Directors shall be elected before 31 October of each calendar year

**AND WHEREAS** the CUSA Board of Directors, through election by secret ballot, voted to elect Director Alary for the position of Vice-Chair of the CUSA Board of Directors

**BE IT RESOLVED** that Director Alary assume the office of Vice-Chair of the CUSA Board of Directors, effective immediately

Moved: Director Jajo-Yacoub

Seconded: Director Syoufi

**Item 9.1**

**Report from All Staff**

*Presentation to be given at Board.*

[see Appendix A]

**Item 10.1**

**Motion to Strike the Agenda Subcommittee (B-123)**

**BE IT RESOLVED** that the CUSA Board of Directors strike the Agenda Subcommittee

Moved: Director Syoufi

Second: Director Johnson

Carried Unanimously

## Item 10.2

### **Motion to Fill the Agenda Subcommittee (B-124)**

**BE IT RESOLVED** that the CUSA Board of Directors fill the Agenda Subcommittee

**BE IT FURTHER RESOLVED** that the following individuals fill the Agenda Subcommittee:

- Karl Alary, Vice-Chair (Committee Chair, voting)
- Simon Harris, Chair (voting)
- Mohamed "Faris" Riazudden, President (voting)
- Sam Kilgour, Director of Student Development (non-voting, resource member)
- Dustin Rivers, Executive Director (non-voting, resource member)

**BE IT FURTHER RESOLVED** that the following Directors fill the 1 Director vacancy on the Agenda Subcommittee:

- Director Syoufi

Moved: Director Johnson

Second: Director Davis

Carried Unanimously

**Item 10.3**

**Motion to Strike the Finance and Governance Subcommittee (B-125)**

**BE IT RESOLVED** that the CUSA Board of Directors strike the Finance and Governance Subcommittee

Moved: Director Jajo-Yacoub

Second: Director Johnson

Carried Unanimously

#### **Item 10.4**

##### **Motion to Fill the Finance and Governance Subcommittee (B-126)**

**BE IT RESOLVED** that the CUSA Board of Directors fill the Finance and Governance Subcommittee

**BE IT FURTHER RESOLVED** that the following individuals fill the Finance and Governance Subcommittee:

- Sean Joe-Ezigbo, Vice President Finance/Secretary-Treasurer (non-voting)
- Doug Steringa, Director of Finance (non-voting, resource member)
- Sam Kilgour, Director of Student Development (non-voting, resource member)
- Dustin Rivers, Executive Director (non-voting, resource member)

**BE IT FURTHER RESOLVED** that the following Directors fill the 3 vacancies on the Finance and Governance Subcommittee:

- Director Johnson
- Director Syoufi
- Director Davis

Moved: Director Johnson

Second: Director Alary

Carried Unanimously

**Item 10.5**

**Motion to Appoint a Chair to the Finance and Governance Subcommittee (B-127)**

**WHEREAS** the CUSA Board of Directors filled the Finance and Governance Subcommittee

**BE IT FURTHER RESOLVED** that the following Director be appointed as Chair of the Finance and Governance Subcommittee:

- Director Syoufi

Moved: Director Johnson

Second: Director Davis

Carried Unanimously



**Item 10.6**

**Motion to Strike the Human Resources Subcommittee (B-128)**

**BE IT RESOLVED** that the CUSA Board of Directors strike the Human Resources Subcommittee

Moved: Director Syoufi

Second: Director Buri

Carried Unanimously

**Item 10.7**

**Motion to Fill the Human Resources Subcommittee (B-129)**

**BE IT RESOLVED** that the CUSA Board of Directors fill the Human Resources Subcommittee

**BE IT FURTHER RESOLVED** that the following individuals fill the Human Resources Subcommittee:

- Mohamed "Faris" Riazudden, President (Co-Chair/Facilitator, non-voting, resource)
- Simon Harris, Chair (Co-Chair/Facilitator, voting)
- Merna Mikhail, Director of Human Resources (non-voting, resource member)
- Dustin Rivers, Executive Director (non-voting, resource member)

**BE IT FURTHER RESOLVED** that the following Directors fill the 2 vacancies on the Human Resources Subcommittee:

- Director Jajo-Yacoub
- Director Buri

Moved: Vice-Chair Alary

Second: Director Syoufi

Carried Unanimously

## Item 10.8

### **Motion to Nominate a Class I Director the Board Nominating Committee (B-130)**

**WHEREAS** that the CUSA Board of Directors is required by Section 2B(a)(ii) of the Board Nominating Committee Terms of Reference to appoint one (1) outgoing CUSA Director, selected by lottery

**AND WHEREAS** all Class I Directors are considered outgoing CUSA Directors for the 2023/2024 board cycle

**AND WHEREAS** the Board Nominating Committee is a committee struck and filled by CUSA Council

**AND WHEREAS** the CUSA Board of Directors will provide the name of the selected Class I Director ahead of the striking and filling of this committee to the Vice President Internal and the Speaker of Council

**BE IT RESOLVED** that the following Class I Director be submitted as the CUSA Board of Directors' nomination to the Board Nominating Committee:

- Director Jajo-Yacoub

Moved: Director Syoufi

Second: Director Johnson

Carried Unanimously, Chair Harris had technical issues and Vice Chair Alary assumed the position of Chair at this time

## **Item 13.1**

### **Subcommittee Assignment Notice**

In accordance with section 2 of Schedule I of the CUSA Committees Policy (G-04), this item serves as a notice of election for one (1) CUSA Director to the Constitution and Policy Review Committee.

In accordance with section 5 of the Long-Term Strategic Plan Policy (O-01, G-09), this item serves as a notice of election for two (2) CUSA Directors to the Long-Term Strategic Plan Committee.

Elections for committee positions shall occur at the 13th Meeting of the CUSA Board on June 11th, 2023 at 10:00 am.

**Item 13.2**

**E-Vote for Record: Motion to Approve the Expenses for Onboarding & Training for the CUSA Executive, CUSA Board (Directors), and CUSA Council (Members) (B-118)**

*[see Appendix B]*

**Item 14.1**

**Motion to Defer the Approve the Safety Policy Statement to the scheduled June board meeting (H-46) (B-131)**

**WHEREAS** the CUSA Board of Directors is required, from time to time, to review and/or modify policies over which it has been given authority

**AND WHEREAS** the Safety Policy Statement (H-46) was last reviewed by CUSA Council on 29 March, 2022 and is to be reviewed no later than 1 May, 2023

**BE IT RESOLVED** that the CUSA Board of Directors defer the Safety Policy Statement (H-46), attached as Appendix C, as written at the June Board Meeting.

Moved: Director Johnson

Second: Director Syoufi

Carried Unanimously, Chair Harris assumes their position back as Chair

[see *Appendix C*]

**Item 14.2**

**Motion to Defer the Concurrent Offices Policy to the scheduled June Board Meeting  
(B-132)**

**WHEREAS** the CUSA Board of Directors is required, from time to time, to review and/or modify policies over which it has been given authority

**AND WHEREAS** the Concurrent Offices Policy was last reviewed by CUSA Council on 22 March, 2022 and is to be reviewed no later than 1 May, 2023

**BE IT RESOLVED** that the CUSA Board of Directors review the Concurrent Offices Policy, attached as Appendix D, as written at the June Board Meeting.

Moved: Director Johnson

Second: Director Jajo-Yacoub

Carried Unanimously

[see *Appendix D*]

**Item 14.3**

**Motion to Defer the Cashout Policy to the Scheduled June Board Meeting (B-133)**

**WHEREAS** the CUSA Board of Directors is required, from time to time, to review and/or modify policies over which it has been given authority

**AND WHEREAS** the Cashout Policy was last reviewed in 2019 and has not been designated a date for review

**BE IT RESOLVED** that the CUSA Board of Directors review the Cashout Policy, attached as Appendix E, as written at the June Board Meeting

Moved: Director Davis

Second: Chair Harris

Carried Unanimously

[see *Appendix E*]



**Item 14.4**

**Motion to Defer the Judicial Policy to the Scheduled June Board Meeting (G-03) (B-134)**

**WHEREAS** the CUSA Board of Directors is required, from time to time, to review and/or modify policies over which it has been given authority

**AND WHEREAS** the Judicial Policy (G-03) was last reviewed on 28 November 2022 by both chambers and is to be reviewed no later than 1 June, 2023

**BE IT RESOLVED** that the CUSA Board of Directors review the Judicial Policy (G-03), attached as Appendix F, as written

**BE IT RESOLVED** that the CUSA Board of Directors submit the Judicial Policy (G-03) to the CUSA Council for review

Moved: Chair Harris

Second: President Faris

Carried Unanimously

[see *Appendix F*]

## Item 14.5

### Motion to Create Associate Vice Presidents (AVPs) (B-135)

**WHEREAS** CUSA has been growing in size, the advocacy initiatives, the services we provide and our involvement in the community, requiring a more specialized approach to management and leadership.

**AND WHEREAS** the current structure of the executive team does not provide adequate support for the diverse needs and interests of the student body.

**AND WHEREAS** the establishment of Associate Vice Presidents (AVPs) will ensure that each area of the students' union is adequately represented and supported.

**BE IT RESOLVED** that CUSA adopt the [Associate Vice President Proposal](#) and create the following AVP:

1. Associate Vice President Executive Relations
2. Associate Vice President University and Academic Affairs
3. Associate Vice President Government Affairs
4. Associate Vice President Student Funds
5. Associate Vice President Student Groups
6. Associate Vice President Campaigns
7. Associate Vice President Research and Advocacy
8. Associate Vice President Student Experience
9. Associate Vice President External Affairs

Moved: Director Davis

Second: Director Johnson

[see *Appendix G*]

#### **Motion passed.**

In Favour: Vice-Chair Alary, Director Buri, Director Davis, Director Jajo-Yacoub, Director Johnson, President Faris, Director Syoufi

Opposed:

Abstain: Chair Harris

**Item 14.6**

**Motion to Extend the Contract of Chief Returning Officer Connor Plante (B-136)**

**WHEREAS** the Chief Returning Officer has expressed a desire to continue in the role for another year.

**BE IT RESOLVED** that the Board of Directors extend the contract of the Chief Returning Officer to April 30th, 2024, with a CPI +1% increase to compensation.

Moved: President Faris

Second: Director Buri

Director Syoufi stepped out of the meeting.

Carried Unanimously

**Item 14.7**

**Motion to Amend the Hiring Policy & Procedure to Include the Creation of a Manager of Charitable Initiatives (B-137)**

**WHEREAS** the position of a full-time Manager of Charitable Initiatives has been approved on a trial basis after consultation with CUPE 3011 leadership,

**Be it resolved** that Section 3 subsection a) vi) of the Hiring Policy & Procedure read as follows:

- vi) Full-time, short-term, contract positions & consultants (Class 4)
  - (1) Business Advisor
  - (2) Chief Returning Officer
  - (3) Governance Consultant
  - (4) Charitable Initiatives Manager
  - (5) Other Ad-Hoc Consultants

**Be it further resolved** Section 8 of the Hiring Policy & Procedure read as follows:

- 8) Full-time, short-term, contracted positions & consultants
  - a) Charitable Initiatives Manager
    - i) The Hiring Panel for the Charitable Initiatives Managers shall consist of
      - (1) President/CEO or designate
      - (2) Executive Director or designate
      - (3) The Director of Student Services
      - (4) Manager of Human Resources

Moved: President Faris

Second: Director Alary

Carried Unanimously

**Item 15.1**

**Motion to Move to In-Camera Session (B-138)**

**BE IT RESOLVED** that pursuant to Section 6 of the CUSA Board Rules of Procedure, the Board moves in-camera.

Moved: Chair Harris

Seconded: Director Alary

Carried Unanimously

**Item 16.1**

**Motion to Approve the CUSA Board Rules of Procedure**

**WHEREAS** the CUSA Board of Directors is required, from time to time, to review and/or modify policies over which it has been given authority

**AND WHEREAS** the CUSA Board Rules of Procedure was last reviewed by CUSA Council on 15 March, 2022 and is to be reviewed no later than 1 May, 2023

**BE IT RESOLVED** that the CUSA Board of Directors amend the CUSA Board Rules of Procedure as written

Moved:

Second:

*[Text of the amended policy to be provided ahead of the 13th CUSA Board Meeting]*

**Item 18.1**

**Review of the CUSA Board Attendance Policy**

*Report to be delivered by the Chair.*

[see Appendix H]

**Item 20.1**

**Adjournment (B-139)**

**BE IT RESOLVED** that the CUSA Board of Directors adjourns until 11 June, 2023 at 10:00 AM at Haven (43 Seneca) or virtually.

Moved: Vice Chair Alary

Seconded: Chair Harris

**Carried Unanimously**



## APPENDIX A:

### Report from All Staff

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#### CUSA Senior Staff Board/Council Report

Date: May 5th, 2023

Name of Department: Development & Governance

Summary of recent activities:

- CRO executed successful Vice Presidential elections. Byelection, general election, and Vice Presidential elections were all completed without a submitted complaint
- Department has been supporting Onboarding & Training of executives to great success. Executive have set a fresh tone in the office, presenters feel respected, and participation in sessions has been noted. Executive seemed to particularly enjoy a Seven Grandfather Teachings presentation from the Mawandoseg Coordinator and a Creativity Training from the Student Groups Administrator. More sessions similar to those two are in the near future.
- Department supported a highly successful CUSA Gala
- Department has supported clubs end of year administration
- Events & Programming Coordinator has created a year-round programming calendar for use in internal planning
- University and CUSA continue to facilitate the use of SimplyVoting for club elections

List of activities in progress and upcoming events:

- Department continues supporting Executive Onboarding & Training. Specifically, more workshops, focus on team development are ahead, with administrative onboarding largely complete.
- Student Groups Administrator is focused on setting up Clubs Training
- Events & Programming Coordinator is working with executives and the University to plan for Fall O

- Director of Student Development is setting up remainder of Board Training for June 10th as well as a Brightspace course.

Financial impact (if any):

- The Elections administration ran well under budget.

Recommendations to the Board of Directors or Council:

- Renew the contract of the Chief Returning Officer
- Adopt the Associate Vice Presidents proposal and allow us as staff to see how much of it we can operationalize.

**Date: May 3, 2023**

**Name of Department: Human Resources**

**Summary of recent accomplishments and current activities:** (in cooperation with the team)

- Recruiting & Hiring
  - 5 Service Center Coordinators
  - Director of Finance
  - Social Media Coordinator
  - VPF
- Onboarding/policies
  - Implementation of a Handbook focuses on positive culture
  - Policies training/onboarding the executives
  - Policy update on the website
  - Reviewed/updated employment contracts and policies
  - Welcoming gift box to new hires
- Offboarding
  - Exist interviews with all outgoing employees to define our strengths, weaknesses, and area of improvement.

- HR tools
  - ADP workforce setup including recruitment, onboarding, policies, e-signatures, surveys, and performance management modules
  
- 1281 and 3011
  - 1281 negotiations
  - Jean's retirement negotiations
  - Charitable manager position out of the 3011 agreement
  
- Completed all the workplace investigations and sorted the required reports

**List of activities in progress and upcoming events:** (in cooperation with the team)

- Recruiting & Hiring
  - 5 Service Center Coordinators in corporation with the management team
  - Accounts Receivable
  - Finance clerk
  
- Government supporting programs
  - Employment incentives up to \$15,000/year per employer. We have received around **\$4000** so far.
  - Training support program up to 20,000/year. We haven't completed the paperwork yet.
  
- Building an employer brand with positive culture
- Strategic planning
- Maintaining and uploading employee's records through ADP
- Maintaining a healthy environment
- Applying for **THE BEST PLACE TO WORK** HR Award 2023
- Goodlife Fitness corporate membership

**Financial impact (if any):** \$10,000 to \$20,000 supporting funds from the government.

**Recommendations to the Board of Directors or Council:**

The Board has been very supportive and reachable, no further actions are required at this time.

**APPENDIX B:**

**E-Vote for Record: Motion to Approve the Expenses for Onboarding & Training for the CUSA Executive, CUSA Board (Directors), and CUSA Council (Members) (B-118)**

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**Motion to Approve the Expenses for Onboarding & Training for the CUSA Executive, CUSA Board (Directors), and CUSA Council (Members) (B-118)**

**WHEREAS** a strong onboarding, training, and transition are hallmarks of good governance, improve the student experience, and lead to more efficient operations for the corporation.

**BE IT RESOLVED** that the "Status Quo" budget of \$25,300 be approved for Onboarding & Training of Executive, Directors, and Members.

**BE IT FURTHER RESOLVED** that the additional "Requested Expenses" budget of \$15,800.00 be approved for Onboarding & Training of Executive, Directors, and Members.

"Status Quo" budget expenses for summer Training & Onboarding

\$ 3,000 – Retreat (meals, accommodation, travel, team building activity)

\$ 900 – Board meeting meals (two lunches, a dinner)

\$ ??? – Board travel if required highly variable

\$ 1,100 – ASIST Training

\$ 300 – StrengthsFinder 2.0 Books

\$20,000 – Exec/Staff conferences

\$25,300.00 – Total of typical onboarding expenses, not including Board travel.

"Requested Expenses" budget expenses for summer Training & Onboarding

\$ 1,500 – in time from McKenzie Lake Lawyers

\$12,300 – in training from Quarry Consulting (PR and Crisis Comms)

\$ 1000 – in food for “Council Training” & “Day One Executive Training”

\$ 1000 – allocated to venue for Council Social

\$15,800.00 - Total of "Requested Expenses" above status quo

Moved: Director Syoufi

Seconded: Director Johnson

**Motion Passed Unanimously.**

**APPENDIX C:**

**Proposed Safety Policy Statement (H-46)**

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<b>Safety Policy Statement</b>		<b>H-46</b>	
LONG TITLE	Safety Policy Statement from Executive Director to CUSA Staff	DATE OF ENACTMENT	29 March 2022
		LAST AMENDED	
REFERENCE No.	H-46	NEXT REVIEW	1 May 2023
CATEGORY	Human Resources	COMPETENT CHAMBER	CUSA Board

Carleton University Student Association is committed to ensuring a safe and healthy workplace for all its employees, subcontractors and visitors. Our health and safety policies and procedures are based on a sincere desire to eliminate personal injuries, occupational illnesses and property and equipment damage.

Responsibility for the quality and maintenance of our health and safety program lies with each person within the organization. This shall be accomplished by ensuring that policies are developed, maintained and upgraded as changes are made to the legislation and work methods are improved. It is the employee's right to work in a safe work environment.

Management and supervisors shall ensure that employees are properly trained and aware of work procedures, work related hazards and the OHA Regulations. It is the responsibility of the supervisor to observe, enforce and follow up to ensure that each employee is performing their jobs safely.

Supervisors, employees and subcontractors are expected to abide by the Occupational Health and Safety Act and applicable Regulations, CUSA Health and Safety Policy, specific safety plans and the general safety rules.

It is through the cooperation of all our staff and subcontractors that we will achieve our common goal of a successful, safe and healthy environment.

Dustin Rivers  
Executive Director

**APPENDIX D:**

**Proposed Concurrent Offices Policy**

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**Concurrent Offices Policy**

<b>Authority:</b> CUSA Board	<b>Date Ratified:</b> March 22, 2022
<b>Previous Amendments:</b> 11 September 2022	
	<b>Next Review Date:</b> 1 January 2026
<b>Review Committees:</b> CUSA Board	<b>Delegates:</b> Director of Human Resources

**1) Objective**

- a) To outline the roles which full-time CUSA staff, CUSA executives, the chair of the CUSA Board, and CUSA Board members may not hold while employed as CUSA full-time staff or CUSA Executives or occupying the offices of Chair of the Board or CUSA Board member

**2) Definitions**

For the purposes of this policy unless the context demands a separate interpretation:

- a) Full-time Staff: Any individual employed by CUSA that is a member of CUPE 3011 or senior management (which include the President/CEO, Executive Director, Director of Human Resources, Director of Finance, Director of Communications & Strategic Initiatives, and Director of Student Development)
- b) CUSA Executives: Any individual elected to the roles of President/CEO, Vice President Finance / Secretary-Treasurer, Vice President Internal, Vice President Student Life, Vice President Student Issues, and Vice President Community Engagement
- c) Chair or Chair of the Board: The Chair of the CUSA Board, as selected by the member of the CUSA Board
- d) Board member: Member of the CUSA Board, as appointed by CUSA Council, including the Ex-Officio members of President/CEO & Vice President Finance / Secretary-Treasurer

**3) Stipulations**

- a) No CUSA Executives or CUSA Full-time Staff may hold roles within other student

representative bodies at Carleton University, including the Rideau River Residence Association (RRRA), the Carleton Academic Student Government (CASG), or the Graduate Student Association (GSA)

- b) No CUSA Full-time Staff may be employed by the University while employed by CUSA
- c) Board members and the Chair of the Board may not hold positions which require them to have a regularly overlapping fiduciary responsibility to another entity on campus, including RRRA, CASG, the GSA, or Carleton University

#### **4) Policy Administration**

- a) CUSA Human Resources and the CUSA Finance Office shall make the above stipulations clear in all job postings and job contracts where relevant. Contracts shall be binding, and a breach of the agreed terms of the contract shall render the contract null and void.
- b) Where an individual is hired or appointed while compliant with this policy and gains a role which puts them in breach of this policy, the employee shall be notified by either their director supervisor, the CUSA Director of Human Resources, the CUSA Executive Director, or the CUSA President/CEO they have a period of up to two (2) weeks to come into compliance with this policy before the employment contract shall be null and void.
- c) The CUSA Executive Director will inform Board Members of this policy and allow a grace period of up to two (2) weeks for newly appointed Board Members to come into compliance with this policy before beginning removal procedures as outlined in CUSA ByLaw.

## APPENDIX E:

### Proposed Cashout Policy

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#### Cashout Policy

LONG TITLE	Cash-Out Policy	DATE OF ENACTMENT	April 2019
		LAST AMENDED	6 May 2023
REFERENCE No.		NEXT REVIEW	1 January 2026
CATEGORY		COMPETENT CHAMBER	Board of Directors

#### POLICY

Effective May 1st, 2020 there will be no cash-out of banked hours, vacation and sick leave. All earned vacation and banked hours over the maximum allowance (18.01) will need to be used as time off within 18 months of entitlement (18.01). Sick leave will still be accumulated but not cashed until the cessation of employment (22.04).

#### PURPOSE

The purpose of this policy is to help counterbalance some of the effects of the expected reduction in revenue caused by the new provincial legislation (Student Choice Initiative) in which some CUSA services will now be considered non-essential.

#### SCOPE

This policy applies to all full-time and part-time CUSA employees.

#### PROCEDURE

Employees will be notified by email on a semi-annual basis as to how much time they have accumulated and will have to email their supervisor within a reasonable time to schedule time off before the following fiscal year end (April 30<sup>th</sup>). No reasonable request will be denied.

**RELATED POLICIES:** N/A



## APPENDIX F:

### Proposed Judicial Policy (G-03)

#### Judicial Policy

G-03

LONG TITLE	A Policy Respecting the Judicial Branch of the Association	DATE OF ENACTMENT	Time Immemorial
		LAST AMENDED	28 November 2022
REFERENCE No.	G-03	NEXT REVIEW	June 2023
CATEGORY	Governance	COMPETENT CHAMBER	Bicameral

#### MANDATE

This Policy shall govern the free and independent judicial institutions of the Association, their composition, rules of order, and authority. It follows from *Bylaw III* of the old Association Bylaws. This Policy shall be reviewed every two years by Council.

#### INTERPRETATION

1. This Policy may be called the *Judicial Policy*.
2. In this Policy, the following definitions shall apply, and any other unclear terms shall have the same meaning as in *Black's Law Dictionary*:

“**appeal**” includes any proceeding to set aside or vary any judgement of the initial decision-making body appealed from;

“**appellant**” means the person or group who initiated the matter before the Tribunal; “**chair**” or “**tribunal chair**” is hired to serve in this role by the Tribunal Chair Hiring Committee. The responsibilities of the Tribunal Chair, in addition to her duties as a regular Tribunal Member, include administrative duties, coordinating the other Tribunal Members and making rulings on procedural issues. The Tribunal Chair’s vote on a Judgment is of equal weight to the votes of all other Tribunal Members; “**case**” means any proceeding before the Tribunal. “Tribunal Member” means a voting member of the Tribunal, including the Tribunal Chair;

“**chair**” means the Chair of a tribunal;

“**day**” means a calendar day;

“**decision**” means the resolution or ruling of a Tribunal, and the reasons given for such a

decision;

**“Intervenor”** or **“Intervening Third-Party”** means a third party who is not an Appellant or a Respondent. For an Intervening Third-Party to be considered to have standing to make submissions by a Panel, they must demonstrate that they or their office would be materially affected by the outcome of the Case and therefore ought to be heard as part of the hearing;

**“judgement”**, means any judgement, rule, order, decision, decree, or sentence from a lower body; and when used with reference to the Tribunal, includes any judgement or order from the Tribunal;

**“Panel”** means the group of Tribunal Members brought together for the purposes of adjudicating a Case. Panels shall consist of an odd number of ABMs;

**“Panel Chair”** means the Tribunal Member in charge of a Panel. It is the Tribunal Chair if she sits on the panel, otherwise each Panel shall elect from amongst themselves a Panel Chair. The Panel Chair ensures that rules and procedures are followed and deals with administrative issues that may arise during the Case;

**“party”** means the Appellant or Respondent, or an Intervenor;

**“reference case”** means a case referred to the Students’ Tribunal not arising from a dispute or allegation

**“Respondent”** means the person or group whom the complaint was filed against in the matter before the Tribunal;

**“(a) tribunal”** means a judicial body;

**“the Tribunal”** or **“Students’ Tribunal”** means the Judicial Board of the Carleton University Students Association.

**“vice-chair”** means the officer of a Tribunal so designated by its members to preside in the absence of the Chair; and

**“witness”** means an individual brought forth by a Party in order to testify in front of the Tribunal.

## **GENERAL PRINCIPLES**

3. Every tribunal and judicial body of this Association shall operate according to the principles of natural justice, including procedural fairness, proportionality, past precedent, and the purposive school of interpretation.
4. Every tribunal and judicial body of this Association shall operate, wherever

reasonable and applicable to the case considered, according to the principles and decisions of Canadian administrative law.

5. No one can be a party or advocate for a party before a Tribunal who is not an undergraduate student at Carleton University. A party may represent themselves.
6. No decisions or orders of a tribunal or judicial body of this Association shall, in truth or perception, override the decisions or orders of the Courts of Canada and Ontario, or the decisions and orders of disciplinary bodies of Carleton University.

**6.1.** Every tribunal or judicial body shall, when application for a hearing is made, assess whether the matter of the case is within their jurisdiction as set in Association Policy. 29 September 2022

**6.2.** A tribunal or judicial body shall refuse to consider a case, upon receipt of information that the case heard is outside of their jurisdiction. Such instances include but are not limited to where the matter falls within the purview of University Policy. 29 September 2022

**6.3** If a tribunal declares a case put to it as out of its jurisdiction, it shall refer the case to the appropriate body, including those of this Association or the University, where the case shall be heard without delay.

29 September 2022

## **Part One — The Students' Tribunal**

### **Division I — Organization**

#### **COURT OF FINAL APPEAL**

7. There is established as the highest judicial authority for the Carleton University Students' Association a body called the Students' Tribunal.

#### **Authority**

8. The Tribunal shall exist as the body of final appeal for the Association, except where otherwise provided by this Policy, and as an additional court for the better administration of the laws of the Association. All parties to disputes within this Association agree that this Tribunal has the right to arbitrate, and as such, submit to the decision of the Tribunal.

**8.1** The Tribunal has the authority, on grounds analogous to a Commission, to make Regulations for its own administration, attached as Schedules of this *Policy*, provided that they are in accordance with this Policy and any other resolutions of Council. Every inconsistency shall be of no force nor effect to the extent of the contradiction. 29

September 2022

9. All decisions of the Tribunal are final, binding, and conclusive without question or appeal to any body of this Association, barring a change to the legislation on which the decision rested.
10. Valid appeals include, but are not limited to, those from
  - (a) the Chief Returning Officer;
  - (b) Council;
  - (c) the Board;
  - (d) the Clubs Oversight Commission; and
  - (e) the Social Media Moderation Commission.
11. Appeals are limited to where the body of first instance:
  - (a) makes a mistake of fact;
  - (b) renders a decision that is unreasonable or disproportionate;
  - (c) makes a mistake of law;
  - (d) makes a mistake of both law and fact; or
  - (e) acts in a manner amounting to a miscarriage of justice.
12. No appeal is valid that fails to identify an error in judgement or decision of the lower body and merely engages in forum-shopping or dissatisfaction with the decision.
13. The Tribunal shall be the court of first instance for:
  - (a) individuals alleged to:
    - (i) violate the Association's *Bylaws*, *Policies*, or *Procedures*, except where concerning clubs or elections;
    - (ii) violate any rule, resolution or regulation passed by Council or the Board; or
    - (iii) any behaviour deemed unbecoming to a student-at-large except where otherwise provided in Part Two; and
  - (b) reference questions given to the Tribunal by resolution of Council, the Board, any member of the Executive, or petition of more than 50 students-at-large, including any question on Council, the Board, and legislative interpretation; and
  - (c) at the petition of twenty-five student-at-large, the review of any motion,

resolution, or Policy provision approved by Council, the Board, or the Executive Council that is alleged to exist in contravention of the *Bylaws*.

29 September 2022

- 14.** The Tribunal shall follow from the Constitutional Board formerly extant and shall inherit the management of documents and other effects thereof.

*former Bylaw III*

## **MEMBERS OF THE TRIBUNAL**

- 15.** The tribunal shall have seven members, of which
- (a) four shall be recent graduates of Carleton University currently attending law school who were never Association Executives or senior employees, with preference towards those attending nearby common-law institutions; and
  - (b) three shall be students-at-large who are not themselves Councillors, Directors, Executives, nor voting members on Committees, Commissions, or other Tribunals of this association, with preference towards those who have some experience or education in law and who are not Executives of CUSA-certified clubs.
- 16.** If no appropriate applicants may be found under s. 15 (b), the Elections Adjudication Tribunal may be filled with recent graduates of Carleton University, B.A. Law, who were never Association Executives or senior employees.
- 17. (1)** Members of this Tribunal shall serve two-year terms, except in the first year of its formation, where some shall be designated by Council to have their term of service close after one year.
- (2)** Members must remain eligible under s. 9 and no one shall be elected who is not expected to remain eligible.

s. 9

- (3)** Should a vacancy arise for any reason, Council shall appoint a replacement to serve out the remainder of the term for the former member, and the replacement shall be of the same membership type, under s. 15, as the former member.

s. 15, (a) and (b)

- 18.** There shall be a Chair and Vice-Chair of the Tribunal, where the Chair is a member under s. 15 (a), and the Vice-Chair, a member under s. 15 (b).

s. 15, (a) and (b)

- 19.** The members of the Tribunal shall be appointed by Council no later than the second regular meeting following the AGM, according to the advice of a nominating committee

on the legal knowledge and analytical skills of candidates.

- 20.** This nominating committee shall be constituted as the Judicial Candidates Investigatory Committee, from whose suggestions Council must appoint the Tribunal members. Specifically:
- (a) The Committee shall refer to Council not less than nine candidates, from whose number Council shall appoint seven members and two alternates; and
  - (b) The Committee shall further nominate candidates for both Chair and Vice-Chair of the Tribunal.
- 21.** This nominating committee shall consist of:
- (a) three Councillors, selected by lottery;
  - (b) two Directors, selected by lottery;
  - (c) the Vice President Internal and Director of Student Development, as non-voting resource members.
- 22.** Members of the Tribunal may be removed for cause, by either the Chair or the Director of Student Development, following all appropriate human resources measures.
- 23.** Members of the Tribunal may be dismissed by two-thirds resolution of Council.

#### **QUORUM AND PANEL SELECTION**

- 24.** Quorum is met with a panel of three, five, or all seven members of the Tribunal for any given hearing, which shall constitute a panel of the Tribunal.
- 25. (1)** The members of a panel shall be determined by consensus of the full Tribunal.
- (2)** For the Elections Adjudication Tribunal, the Chair of that Tribunal must be a member of every panel.
- 26.** Notwithstanding s. 25, the Chair of a Tribunal may, if deemed necessary, require a sitting of the full tribunal of all its members.
- 27.** Panel members shall be present throughout the entire oral arguments, and no member who is absent for a significant part of the hearing may take part in the decision.
- 28.** If quorum is in any way not found on the date of the hearing but before oral arguments, any other members of the Tribunal may replace the members of the Panel.
- 29.** If the Tribunal Chair is a member of the panel they shall be the Panel Chair unless they step down to allow another Chair to be elected.
- 30.** Each panel where the Tribunal Chair is not presiding shall elect amongst themselves a

Panel Chair to preside over the Case.

## Division II — General Tribunal Proceedings

### PARTIES AND ADVOCATES

31. The Appellant and Respondent may each designate another student-at-large to represent them as their advocate.
32. No advocate may be paid for their service, nor may they hold a Juris Doctor (J.D.) or be licenced in any jurisdiction to practice law or provide any legal services.
33. The Vice President Internal, or designate, shall represent the Association at all hearings of the Tribunal where the Association itself is a Party.
34. The Association itself shall be the Appellant in a case when an individual is alleged to have committed a s. 13 (a) violation

s. 13 (a) paras. (i-iii)

35. The Association itself shall be, **as appropriate**, the **Appellant or** Respondent in a case when an appeal is made from any lower judicial body.
36. Repealed.
37. Repealed.
38. Repealed.
39. Repealed.
40. (1) Repealed.  
(2) Repealed.

29 September 2022

### CASES

#### Record

41. Every case shall be recorded as follows: the name of the Appellant, then *versus*, followed by the name of the Respondent, closing with the year in simple brackets.
42. Every reference case shall be recorded as follows: the word “Reference,” then *re*, followed by the nature of the reference, closing with the year in simple brackets.

#### Application for First-Instance Hearing

43. There shall be a publicly available application form for a request that the Students’ Tribunal hear any case, that specifies an alleged individual responsible for an enumerated breach in the standing law of the Association.

#### Application for Appeal

44. There shall be a publicly available application form for an appeal to the Students’

Tribunal from any inferior or lower body, and any Parties at a lower body shall be made aware of this form at the time the lower decision is rendered. The application form for appeal must be submitted within seventy-two (72) hours of the lower decision being rendered.

45. Every hearing shall be publicly accessible to all students-at-large, where the Chair reserves the right to expel or bar any individual who is disruptive to the proceedings of the Tribunal.
46. Proceedings shall be initiated when the appropriate appeal form is filed to the Tribunal Chair by the Appellant;
  - (a) Petitions on behalf of the Association as a whole may be brought by the member of the Association Executive initiating a matter in conjunction with the President of the Association, or by a majority vote of Council.
  - (b) The Tribunal shall decide within forty-eight (48) hours after receiving the Appellant's application whether it has jurisdiction to hear an action brought before it;
  - (c) The Tribunal shall then either:
    - (i) Refuse to hear the appeal, thus informing the Appellant of the failure of the application; or
    - (ii) Give leave to hear the appeal, thus informing the Appellant of the success of the application, informing the Respondent of the existence of a pending Case against them and its basis.

#### **Pre-Hearing Considerations**

47. The Appellant and Responded may submit written submissions prior to the oral hearing, according to a template drafted and made available to the parties, attached as a Schedule to this Policy.
48. Written submissions from the Appellant, Respondent, and any Intervenors shall be submitted to the Chair of the Tribunal not less than three days before a Hearing.
49. A list of Witnesses shall be submitted to the Chair of the Tribunal not less than three days before a Hearing, and distributed to the parties not less than one day before the Hearing.
50. No Hearing may be called to order without seven days' notice to the parties.
51. A Hearing shall commence with a call to order from the Panel Chair following a



good-faith effort to schedule the time for the Hearing with both parties.

## Division II — Hearings

### ORDER OF PROCEEDINGS

52. Every Hearing shall deal with a separate case, though Hearings may be held successively.
53. The Panel may, at their discretion, modify the general oral hearing procedure as they see fit, given that A copy of the procedures shall be provided to the participants no less than three days prior to the hearing.
54. Opening statements from the appellant and respondent will be heard, in that order. They may be limited to a certain time at the discretion of the Tribunal, but not less than five minutes.
55. There shall be a time for the parties to enter items into evidence before the Tribunal, according to the general principles of evidence acceptance.
56. Thereafter, the appellant and respondent may each have the opportunity to call witnesses and ask questions of them, according to the general principles of witness questioning.
57. Closing statements from the appellant and respondent will be heard, in that order. They may be limited to a certain time at the discretion of the Tribunal, but not less than five minutes.

### ADDITIONAL PROCEDURAL CONSIDERATIONS

#### Intervenors

58. The Chair of the Tribunal, or a majority of its members, may accept intervening parties to offer a written and/or oral statement before the Tribunal at any Hearing.
59. Notwithstanding the above, the President of the Association, the Speaker of Council the Chair of the Board and the University Ombudsperson shall retain the right to offer intervening statements, subject to the same limits for time and form as the above.
60. Any parties wishing to intervene may submit an application to intervene within three days of receiving notice of a Hearing, and shall be approved not less than three days before the Hearing shall be held.
61. Applications to intervene shall be made available on the Association website at the same time as a Hearing is approved and announced by the Tribunal.

### **Preliminary Conference**

- 62.** The Parties to the dispute and members of the Panel may, time permitting, meet in a preliminary conference and discuss informally, including but not limited to:
- (a) arranging an agreement on non-contentious facts of the dispute;
  - (b) explanation of hearing procedures; and
  - (c) setting a date for the hearing.

### **Independent Arbitrator**

- 63.** Where, at any point, the Tribunal believes that the case at hand would be better served by the appointment of an independent arbitrator, it may, by majority, resolve so.
- 64.** The Tribunal Chair shall be responsible for finding persons capable of acting as an arbitrator and should be prepared to do so on short notice.
- 65.** The Board of Directors, on the recommendation of the Tribunal Chair, shall hire an independent arbitrator agreed upon by the parties to the appeal or, if the parties are unable to agree, as selected by the Tribunal Chair.
- 66.** The arbitrator shall provide directions for the conduct and determination of the appeal according to his/her discretion, including the submission of written materials and the convening of an oral hearing, if deemed necessary, and shall establish the applicable time limits for such steps. The arbitrator's decision shall be released to the interested parties, the Committee, and the Executive, where possible, within 10 (ten) days of the arbitrator's appointment.

### **CONFIDENTIALITY**

- 67.** If a Party or Witness to a case wishes to remain anonymous, they may apply to the Panel Chair adjudicating their Case with reasons for such status before the commencement of the oral Hearing.
- 68.** Anonymity may be granted if the Panel Chair decides the individual requires protection from slander, libel, or personal attack, or to prevent the public disclosure of medical information or extenuating personal circumstances.
- 69. (1)** In Cases where anonymity has been granted, the oral hearing shall be closed to the public and press and the anonymous individual shall only be referred to by their initials, or if their initials are also unduly identifying, by a pseudonym, in the written decision.

(2) The written judgement shall still be published publicly but with the private information Redacted.

70. (1) The Hearing may otherwise be held *in camera* In cases where Confidential Information of the Association is disclosed.

(2) The written decision shall remain available to current and future Tribunal members for consultation.

71. No Tribunal Member or Party to a case may disclose information known to the Tribunal as confidential, or make clear and permanent recording of such information except as otherwise approved by the Tribunal.

## DECISIONS

### Written and Oral Decisions

72. Judgements by the Tribunal may be rendered orally at the end of a hearing or reserved for release at a time not more than five days after the hearing, with written cause.

73. Before the rendering of an oral decision, the Tribunal may recess for *in camera* discussion between its members.

74. Every decision must follow a vote by the members of the Panel, to vote to allow or dismiss an appeal, or to give their answer to a reference question.

75. All Judgements, even if rendered orally, shall be accompanied by a written decision.

76. (1) The Panel shall make available to the parties and the public their written decision and reasons not more than five days after the hearing.

(2) This decision shall clearly express the Panel's judgement, reasons, and subsequent awards, sanctions, orders and recommendations, in a manner and format consistent with Canadian court decisions generally.

(3) Sanctions and awards decided by the Student's Tribunal shall include anything that may be legally ordered by this Association, except where the sanctions and awards of the lower body are so limited.

77. Minority or dissenting opinions may be attached to the majority decision, and published in the same fashion.

### Emergency Proceedings

78. A two-thirds resolution of the Tribunal may waive the timing and notice requirements in this Policy in order to expedite the adjudicative process, given that doing so does

not materially disadvantage any Party or obscure the process from public scrutiny.

- 79.** During the election period, Tribunal Members shall be on notice that Appeals regarding election penalties may require rapid adjudication.
- 80.** Applications for a hearing of Elections disputes shall be approved or rejected as soon as possible by the Tribunal so as to not prejudice any candidate.
- 81.** The Tribunal should be prepared to hear expedited hearings during the Election Period within fifteen hours of the Application made on those disputes.

## **LEGISLATIVE OVERRIDE**

- 82. (1)** Council may expressly declare in an Policy or *Bylaw* amendment, that the legislation or a provision thereof shall operate notwithstanding a decision rendered by the Students' Tribunal.
- (2)** A legislative override approved in this manner must be agreed to by two-thirds of Council.
- (3)** A declaration made under subsection (1) shall cease to have effect one year after it comes into force or on such earlier date as may be specified in the declaration.
- (4)** Council may re-enact a declaration made under section (1).
- (5)** Subsection (3) applies in respect of a re-enactment made under section (4).
- 83.** No legislative override or action of any individual may obstruct the proceedings of a case under review by any Tribunal, nor may they prevent the Tribunal in any way from engaging with their work.

## **ADMINISTRATION**

### **Records and Precedent**

- 84.** A record of all written decisions from the Tribunal shall be kept and be made available, with expedience, to the public.
- 85.** A decision of the Students' Tribunal shall be binding on the Association, including on the lower judicial bodies and cases, and applies as the official interpretation of all legislation unless the legislation is otherwise amended by Council and/or the Board.
- 86.** Decisions of the Tribunal shall be referenced by the Tribunal in order to adhere to the principle that like cases ought to be treated alike, and different cases, differently.

### **Remuneration**

87. Every member of the Students' or Electoral Adjudication Tribunals shall be entitled to compensation of not less than \$50.00 for every hearing so presided over.

## **Part Two — Other Judicial Bodies**

88. Repealed.  
89. Repealed.  
90. Repealed.  
91. Repealed.  
92. Repealed.  
93. Repealed.

28 November 2022

### **QUASI-JUDICIAL BODIES**

#### **Clubs Oversight Commission - Lower Court for Clubs and Societies**

94. The currently extant Clubs Oversight Commission for the Carleton University Students' Association is to be considered a lower judicial board for clubs and societies certification and decertification, from which appeals to the Students' Tribunal are valid.
95. The Clubs Oversight Commission shall exist as the body of first instance for student group matters of the Association, except where otherwise provided by this Policy. All parties to disputes within this Association agree that this Commission has the right to arbitrate on those disputes.
96. The Clubs Oversight Commission shall be empowered to issue any awards, orders, or sanctions relating to the student groups administration, certification, and funding.

#### **Council - Lower Court for Councillor Discipline**

97. The Students' Council of the Carleton University Students' Association is to be considered a lower judicial board for the discipline of Councillors under its policy, from which appeals to the Students' Tribunal are valid.
98. Appeals from Discipline Committees of Council or the Board are not valid.

#### **Board of Directors- Lower Court for Director Discipline**

99. The Board of Directors of the Carleton University Students' Association is to be considered a lower judicial board for the discipline of Directors under its policy, from which appeals to the Students' Tribunal are valid.

## Part Three — Implementation

### ENACTMENT

100. s. 19 shall read “fifth” instead of “first” for the term where this Policy is enacted.

s.19

### PARAMOUNTCY

101. In the event of conflict between any provision of this Policy and any provision of any other Policy, the provision of this Policy prevails, excepting the *Conflict of Interest Policy*.

### SCHEDULE OF AMENDMENTS

DATE AMENDED	MOVED	SECONDED SUMMARY
Time Immemorial	N/A	N/A Formerly <i>Bylaw III (Constitutional Board)</i>
27 June 2022	D. Caratao (F. Lepore)	J. Vecchio New policy adopted, based on former <i>Bylaws</i> . More comprehensive procedure for hearings and cases. Higher standards for records and precedent. New composition for Students' Tribunal.
26 Sept. 2022	F. Lepore	J. Vecchio Amendments for clarity in jurisdiction, removing the Assn.'s right to legal counsel, repealing redundant sections <i>re quorum</i>

28 Nov. 2022	F. Lepore	J. Vecchio Repeal of Elections Adjudication Tribunal and clarifying elections matters in light of Tribunal repeal.
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**Schedule I — Case Naming Clarification**

**G-03-I**

AUTHORITY	Students' Tribunal	AUTHORIZED
		LAST AMENDED

**PREAMBLE**

For clarity and consistency in record-keeping, Cases before judicial tribunals of this Association should be named and categorized in a standardized format.

**INTERPRETATION AND ADMINISTRATION**

- The following abbreviations may be used in Case naming and categorization:
  - “**BoD**” means the Board of Directors;
  - “**COC**” means the Clubs Oversight Commission;
  - “**CUSA**” means the Association;
  - “**ET**” means the Elections Adjudication Tribunal;
  - “**SC**” means Council (the Students' Council);
  - “**SMMC**” means the Social Media Moderation Commission;
  - “**ST**” means the Students' Tribunal; and an appeal from any other body shall

use the abbreviation commonly ascribed to it.

2. The Vice President Internal shall update all historical records of case decisions to fit the requirements of this Policy.

## GENERAL

3. Cases for all tribunals shall follow the format set in s. 41 of the *Policy*, generally *Appellant v. Respondent (2022) ST 1*. The year of adjudication shall be in brackets, followed by the abbreviation of the judicial body and the ordinal number representing the case's place in chronological hearings in that year's session.

*Judicial Policy (G-03) s. 41*

4. Under s. 35, where the Association is a party, the name recorded in the case name shall be "*Carleton University Students' Association*," or in short, "*CUSA*," and in brackets, the appropriate part or department of the Association, namely:

(a) "*(Elections Office)*" where the case is heard at or appealed from the Elections Adjudication Tribunal;

(b) "*(Council)*" where the case is heard at or appealed from Council;

(c) "*(Board)*" where the case is heard at or appealed from the Board;

(d) "*(Clubs Oversight Commission)*" where the case is appealed from the Clubs Oversight Commission;

(e) "*(Social Media Moderation Commission)*" where the case is heard at or appealed from the Clubs Oversight Commission; and

(f) "*(Vice President Internal)*" for all other cases.

*Judicial Policy (G-03) s. 35*

5. A party to a Case that is not the Association shall be recorded as the full preferred name of the individual, or full name of the organization. In short form, the last preferred name of the individual or common short name of the organization.

e.g. *Aaron Tadavic*, APPELLANT; *X. v. Tadavic*

e.g. *Carleton Estonian Students' Society*, APPELLANT; *X. v. Carleton Estonians*

## STUDENTS' TRIBUNAL

6. Under s. 34, where the Association is the Appellant, the name recorded in the case name shall be "*Carleton University Students' Association*," unqualified, or in short, "*CUSA*."

*Judicial Policy (G-03) s. 34*



## EXAMPLES

### Students' Tribunal

7. Valid example case names include:

(a) An appeal from the Clubs Oversight Commission by the Club:

*Carleton Estonian Students' Society v. Carleton University Students' Association (Clubs Oversight Commission)*  
2022 ST 1

*Carleton Estonians v. CUSA (Clubs Oversight Commission)* in short

(b) An appeal from the Elections Adjudication Tribunal by the accused Candidate:

*Aaron R. Tadavic v. Carleton University Students' Association (Elections Office)* 2022 ST 2

*Tadavic v. CUSA (Elections Office)* in short

(c) A Case at first instance:

*Carleton University Students' Association (Vice President Internal) v. Maia S. Slim* 2022 ST 3

*CUSA v. Slim* in short

(d) A reference case

*Reference re Motion to Amend the Bylaws* 2022 ST 3

*Bylaws Reference* in short

### Electoral Adjudication Tribunal

8. Valid example case names include:

(a) A Case at first instance:

*Carleton University Students' Association (Elections Office) v. Aaron R. Tadavic* 2022 ET 1

*CUSA (Elections Office) v. Tadavic* in short

**Council**

9. Valid example case names include:

(a) A Case at first instance:

*Carleton University Students' Association (Students' Council) v. Maia S. Slim* 2022 SC 1

*CUSA (Council) v. Slim* in short

**Board**

10. Valid example case names include:

(a) A Case at first instance:

*Carleton University Students' Association (Board of Directors) v. Maia S. Slim* 2022 BoD 1

*CUSA (Board) v. Slim* in short

**Clubs Oversight Commission**

11. Valid example case names include:

(a) A Case at first instance:

(i) That is an application by a Club for funding or certification:

*In the matter of an application of the Carleton Estonian Students' Society pursuant to s. X of Bylaw IX* 2022 COC 1

*In re Carleton Estonians* in short

(ii) That is a trial based on a complaint against a person or Club:

*Carleton University Students' Association (Vice President Internal) v. Aaron R. Tadavic* 2022 COC 2

*CUSA (VPI) v. Tadavic* in short

(b) A Case between a Club and a past executive (current student) referred to

the Commission for mediation/arbitration:

*Carleton Estonian Students' Society (President) v. Aaron R. Tadavic* 2022 COC 3

*Carleton Estonians (President) v. Tadavic* in short

(c) A Case between a Club and a current member referred to the Commission for mediation/arbitration:

*Carleton Estonian Students' Society (President) v. Neo Levik (a member)* 2022 COC 4

*Carleton Estonians (President) v. Levik* in short

(d) A Case between two Clubs referred to the Commission for mediation/arbitration:

*Carleton Estonian Students' Society v. Carleton Model Parliament Team* 2022 COC 5

*Carleton Estonians (President) v. Model Parliament Team (President)* in short

(e) A Case where a complaint is filed against a club:

*Aaron Tadavic v. Carleton Labour-Progressive Students*

2022 COC 6 *Tadavic v. CLPS* in short

#### **Social Media Moderation Commission**

**12.** Valid example case names include:

(a) A Case at first instance:

*Carleton University Students' Association (Social Media Moderation Commission) v. Terrence Magnet (@tagmagnet2004)* 2022 SMMC 1

**Schedule II — Case Decisions Format**

**G-03-II**

AUTHORITY	Students' Tribunal	AUTHORIZED
		LAST AMENDED

**PREAMBLE**

For clarity and consistency in record-keeping, Cases before judicial tribunals of this Association should be named and categorized in a standardized format.

**INTERPRETATION AND ADMINISTRATION**

1. Case Decisions of the Students' Tribunal and all inferior tribunals should follow the following format:
  - (a) a summary of all below items;
  - (b) a record of the agreed-upon factual basis of the Case;
  - (c) the jurisdictional history of the Case;
  - (d) the questions or issues before the tribunal for the Case;
  - (e) the holding of the tribunal's majority;
  - (f) the analysis, *ratio decidendi*, or reasons for the decisions, including;
    - (i) a legal analysis of legislation and legal principles; and
    - (ii) an application to the case at bar.
  - (g) any orders or recommendations of the tribunal for other bodies of the Association; and
  - (h) the minority or dissenting opinion, and their *ratio* and recommendations for the same.

2. The Vice President Internal shall create a standard template for every Tribunal to generally follow, subject to change by the Tribunal members.

### Schedule III — Overridden Decisions

G-03-III

AUTHORITY	Students' Tribunal	AUTHORIZED	29 August 2022
		LAST AMENDED	29 August 2022

#### PREAMBLE

The Cases in this Schedule are those that have been overridden by Council in accordance with s. 82 of this Policy.

#### LIST

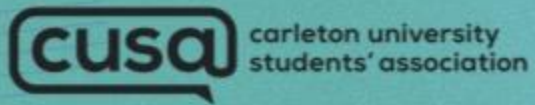
1. Cases overridden by Council, their dates of overriding, and appropriate expiry of their legislative override, are:

Case Name	Overridden	Expiry
<i>Frank McGee v. The Carleton (Managing Board)</i> 1949 JC 3	29 August 2022	August 2023
<i>Michael Monks v. Carleton University Students' Association (Vice President Internal Affairs)</i> 2009 CB 4	29 August 2022	August 2023

**APPENDIX G:**

**Correspondence from Mohamed “Faris” Riazuddin (President, CUSA) – Proposed Plan for Associate Vice President (AVP) Positions**

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# ASSOCIATE VICE PRESIDENTS

*Proposal*

Prepared by: Mohamed Faris Riazuddin

20  
23



# Executive Summary

The creation of 9 Associate Vice Presidents (AVPs) to work alongside the Vice Presidents is a strategic move aimed at improving the overall effectiveness and efficiency of the organization. The AVPs will be responsible for overseeing specific areas of the union's operations, including governance, elections, advocacy, campaigns, brand improvement, student engagement and so much more!

The decision to create these positions reflects a growing need for increased specialization and focus in each functional area of the student union. The Associate Vice Presidents will be responsible for developing and executing strategies to achieve the student union's goals and objectives, as well as ensuring alignment with the organization's overall mission and vision.

The creation of the AVP positions will enable the Vice President executives to focus on the broader strategic direction of the union, while the AVPs take on specific operational responsibilities. This division of labour will enhance the union's capacity to deliver on its mandate and ensure that it remains responsive to the needs and expectations of its members.

Overall, the creation of the 9 AVP positions is a positive step forward for CUSA, as it will improve the efficiency and effectiveness of the organization, while enabling the Vice President executives to focus on strategic planning and leadership. The proposal calls for the creation of 6 all year long position and 3 positions that would be for the summer as a trial and late depending on the work and effectiveness the positions maybe extended.

These 9 AVP Positions are as follows:

- 1.AVP Executive Relations
- 2.AVP University and Academic Affairs
- 3.AVP Government Affairs
- 4.AVP Student Funds
- 5.AVP Student Groups
- 6.AVP Campaigns
- 7.AVP Research and Advocacy
- 8.AVP Student Experience
- 9.AVP External Affairs

This proposal outlines all the necessary considerations that must be considered for us to carry on this initiative from financial impact to management and long term viability of the model.





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# History

CUSA has multiple student staff that assist the executives in day to day operations. From advocacy work to administration. The past few years with CUSA's growing influence on helming multiple advocacy projects and increasing influence in the campus community there has been a need for more assistance to complete these projects.

As of 2022-2023 there have been 3 executive adjacent positions, which are the Executive Assistant, Policy Analyst and the Research & Advocacy coordinator. In this time we have had rehires for the positions of the Policy Analyst and the Research & Advocacy Coordinator. This has created a backlog on projects and the inability to focus on multiple projects.

This year we also saw the revival of the CUSA Street Team with two Street Team leads. The positions were compensated with an honorarium, with only one of the roles being occupied the whole year.

We have also noticed that most positions do not have elaborate job descriptions and/or responsibilities and the person in the position ends up idle and unattended. In addition we noticed that the executive adjacent positions are often not collaborative with the portfolios of other executives and fellow executive adjacent positions, even though most of our work is collaborative.

In the past, CUSA has seen multiple student jobs that have been introduced that have not been held by students in past years. The reasons may come from the democratic reform, the onset of the pandemic and multiple senior staff changes over the years.

Some of the roles that have existed at CUSA in the past are (not necessarily an executive adjacent):

1. Executive Coordinator (2021-2022)
2. Business Administrator (2021-2022)
3. Brand Coordinator (2015-2016\*)
4. Executive Assistant (Full time, until 2019)
5. CUSA App & Radio Show Coordinator (CUSA Live)



# Gaps in CUSA



## 1. Clubs Support

- Clubs have faced many challenges in getting started or getting general support and information from CUSA, resulting in the burden falling significantly on the Student Groups administrator over the past few years.
- Some of the Club's Administrator's duties require a student's face and there is a gap because of it causing a shift in power dynamics between clubs and CUSA. The Clubs department needs more support on administrative work, training, professional development, data collection, and analysis.
- Clubs need more support for certification and recertification, training, outreach, succession, and transition strategies and the club's referendum's failure has proven that the communication between clubs must improve for us to better provide for them.

## 2. Financial Assistance to students and Funding opportunities

- For the past 2 years, we have had a backlog of applications for the Student Initiative Funds and the timely processing of the funds. The Academic Resilience Fund was not distributed to students this year. We need a dedicated individual to be responsible and oversee these assistance programs year after year.
- Most of the VPSI campaigns and the VPCE initiatives require funding through grants from the provincial and federal governments and require assistance to apply for these grants routinely. We have never applied for grants for our initiatives or campaigns and other student unions leverage these to fund their projects.
- It is also very important for us to acquire sponsorship for Frosh and Frost Week which the student staff designated for it can work closely with the Communications department and start early on acquiring alternate funds for CUSA.

## 3. Academic Support and University Advocacy

- Since the pandemic, CUSA has dived into more advocacy towards academic practices and has been very vocal about the university's policies on mental health, sexual violence prevention, food policies, and more.
- We observed in the past that the faculty department's attitude towards CUSA has been positive, from the USC Referendums advertised by the deans to receiving funding for CUSA Campaigns. The faculties have engaged with us and promoted our services through their professors and contract instructors which have heavily impacted our outreach. These partnerships can help us in promoting avenues such as textbook consignment services from Haven, elections, service centres, and more!



#### 4. Government Advocacy and Relations

- In 2022 CUSA started Advocacy Week with the municipal, provincial, and federal government. Bringing student issues to political leaders, but after the pandemic, we were short-staffed to do this campaign and liaison with different political organizations.
- For Mosaic this year we saw active interest from MPs, MPPs, and City Councillors and it was refreshing for students to speak with change-makers and for CUSA to be able to facilitate it.
- Most student unions have very good relationships with their municipal government and actively advocate with the Provincial and Federal governments through budget recommendations, to international students and other higher education needs which CUSA lacks.

#### 5. Student Engagement and Advocacy

- Since the pandemic, we have had dwindling participation from the student body and need to bring them to our events and increase traffic at our businesses through a stronger programming and volunteer base through the Street Team.
- Since 2022 CUSA Campaigns has been an official sub-brand of CUSA and has affected thousands of students. With bigger campaigns and events we need more support as the VPSI and VPCE are overworked with planning, execution and takes away time from the advocacy part of the Campaigns.
- For example, beForeplayAsk has fun and interactive events and also calls for CUSA to add an advocacy initiative to the campaign such as advocating for reproductive rights and working with organizations that advocate for abortion rights, menstrual products, and more. These things alone cannot be accomplished by two people alone, especially with the vastness of the portfolios and the added daily work

## Why the current structure does not work?

- The executive adjacents are not happy with the direction they receive from the executive and the lack of support from staff.
- We had both our Policy Analyst and Research and Advocacy Coordinator leave.
- Our Policy Analyst left because they did not like the work culture, problems with executives and staff
- Our Research & Advocacy Coordinator left because they could not dedicate all their time to advocacy, campaigns and the VPCE initiatives.
- The Executive Assistant does not have a well defined job description, and are absent and not involved with the workings of other executives.



## Similar Models in other Student Unions

Table 1: Comparable student staff support to the Executive Team in other Student Unions

Institution/ Student Union	List of Positions	Notes/Sources
Carleton University Students' Association Population: 27,075	<ol style="list-style-type: none"> <li>1. Executive Assistant</li> <li>2. Research &amp; Advocacy Coordinator</li> <li>3. Policy Analyst</li> </ol>	
Queen's Alma Mater Society Population: 23,600	<ol style="list-style-type: none"> <li>1. Commissioner of Campus affairs</li> <li>2. Commissioner of Clubs</li> <li>3. Commissioner of External Affairs</li> <li>4. Commissioner of Environmental sustainability</li> <li>5. Commissioner of Social Issues - Internal</li> <li>6. Commissioner of Social Issues - External</li> <li>7. Judicial Affairs Manager</li> <li>8. Research and Policy Analyst</li> <li>9. Academic Affairs Manager</li> <li>10. Indigenous Initiatives coordinator</li> <li>11. Orientation Roundtable Coordinator</li> </ol>	<p>The executive support team is divided into 5 commissions:</p> <ol style="list-style-type: none"> <li>1. Campus Affairs</li> <li>2. External Affairs</li> <li>3. Social Issues</li> <li>4. Environmental Sustainability</li> <li>5. Clubs</li> </ol>



<p>Students' Society of McGill University Population: 24,140</p>	<ol style="list-style-type: none"><li>1. Sustainability commissioner</li><li>2. Funding commissioner</li><li>3. Service Finance Coordinator</li><li>4. Club Finance Coordinator</li><li>5. Community Affairs Coordinator</li><li>6. Campaigns Coordinator</li><li>7. External Affairs Coordinator</li><li>8. Popular Education Events coordinator</li><li>9. Community Engagement Commissioner</li><li>10. Black Affairs commissioner</li><li>11. Policy and Mobilization researcher</li><li>12. Francophone Affairs commissioner</li><li>13. Internal Administrator</li><li>14. First Year Affairs Commissioner</li><li>15. Internal Logistics Coordinator</li><li>16. Indigenous Affairs Commissioner</li><li>17. University Affairs Secretary General</li><li>18. Menstrual Hygiene Products Coordinator</li><li>19. Activities Night Coordinator</li><li>20. Mental Health Commissioner</li><li>21. Club Administrative Assistant</li><li>22. Services Administrative Assistant</li><li>23. Student Life Administrative Coordinator</li><li>24. Mental Health Advocacy Coordinator</li><li>25. Accessibility Commissioner</li></ol>	<p>Their student staff are divided under 9 departments:</p> <ol style="list-style-type: none"><li>1. President</li><li>2. Finance</li><li>3. External</li><li>4. Internal</li><li>5. University Affairs</li><li>6. Student Life</li><li>7. Human Resources</li><li>8. Communications</li><li>9. Governance</li></ol>
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<p>University of Ottawa Students Union Population: 34,300</p>	<ol style="list-style-type: none"><li>1. Deputy Commissioner (University Affairs &amp; Equity)</li><li>2. Deputy Commissioner (External Affairs)</li><li>3. Deputy Commissioner (Governance, Data Management, and Administration)</li><li>4. Deputy Commissioner (President)</li><li>5. Campaigns Coordinator</li><li>6. Student Staff for Philanthropy, Funds and Scholarships</li><li>7. Student Staff for Social Events</li></ol>	<p>The executives/ commissioners are assisted by Deputy Commissioners.</p>
<p>McMaster Student Union Population: 30,400</p>	<ol style="list-style-type: none"><li>1. AVP Internal Governance</li><li>2. AVP Services</li><li>3. AVP Finance</li><li>4. AVP Municipal Affairs</li><li>5. AVP University Affairs</li><li>6. AVP Provincial &amp; Federal Affairs</li><li>7. Projects and Campaigns coordinator</li><li>8. Advocacy and Policy Research Analysts</li><li>9. Administrative Team Research Assistant</li></ol>	<p>Each executive is supported by an Associate Vice President and jointly assisted by coordinators.</p>
<p>Wilfrid Laurier University Students' Union Population: 16,700</p>	<ol style="list-style-type: none"><li>1. AVP Student Services</li><li>2. AVP Programming</li><li>3. AVP Clubs and Association x2</li><li>4. AVP Volunteer Operations x2</li></ol>	<p>The Executive team is supported by an Associate Vice President</p>
<p>University of Toronto Students Union Population: 75,582</p>	<ol style="list-style-type: none"><li>1. Executive Assistant to the President x3</li><li>2. Executive Assistant Operations x3</li><li>3. Executive Assistant Public and University Affairs x2</li><li>4. Executive Assistant Student Life x2</li><li>5. Executive Assistant Professional Faculties</li><li>6. Executive Assistant Equity</li></ol>	<p>The Executives are supported by a team 2-3 Executive Assistants that assist them in the workings of their portfolio</p>





<p>Western University Students' Council Population: 34,000</p>	<ol style="list-style-type: none"><li>1. Associate External Affairs x3</li><li>2. Associate Academic</li><li>3. Associate Student Experience</li><li>4. Associate Wellness Equity</li><li>5. Coordinator Student Development</li><li>6. Coordinator Gender Equality Network</li><li>7. Coordinator Recognition and Rewards</li><li>8. Sexual Wellness Services</li><li>9. Student Appeals Support</li><li>10. Coordinator Orientation</li><li>11. Administrative Intern Orientation</li><li>12. Charity Orientation Commissioner</li><li>13. Orientation Programming Intern</li><li>14. Orientation Hiring and Training Intern</li><li>15. Associate Clubs</li><li>16. Associate Finance</li><li>17. Associate Governance</li><li>18. Associate Clubs Support</li><li>19. Associate Clubs Policy</li><li>20. Associate Public Affairs</li><li>21. Associate Communication</li><li>22. Associate Community Engagement</li><li>23. Coordinator Clubs Support</li><li>24. Coordinator Clubs Policy</li><li>25. Coordinator Grants</li><li>26. Coordinator Brand Journalism x2</li><li>27. Coordinator Multimedia</li><li>28. Coordinator Campaigns</li></ol>	<p>The executive committee is supported by a range of student staff under their "portfolio":</p> <ol style="list-style-type: none"><li>1. Associates</li><li>2. Interns</li><li>3. Commissioners</li><li>4. Coordinators</li></ol>
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# The Proposal

The creation of these positions demonstrates CUSA's commitment to providing opportunities for professional growth and development for its members. The Associate Vice Presidents will have the opportunity to work closely with the Vice Presidents and gain valuable experience in leadership, management, and decision-making. It also allows for the executives to get more help in fulfilling their projects, events, advocacy, clubs, awareness campaigns and other day to day workings of the Association.

Each executive will oversee the AVP aligned to their portfolio as shown in the Table below and will have an additional full time staff for support and mentorship. We anticipate the associate vice president may encounter challenges or difficulties in their role, for this reason some AVPs would have two support staff to assist them in their projects and initiatives. Working alongside the vice president and full-time staff can provide them with the support and guidance they need to overcome these challenges and succeed in their position.

### Time Commitment for Staff and Student Staff

- The VPs will hold bi-weekly meetings with their AVPs and communicate their projects to the Executive Council.
- The AVP Executive Relations and the AVPs should meet once a month to share their works and be informed of their ongoing projects.
- The AVP will also meet bi-weekly with their aligned Support Staff



Some points to note in the variations of time commitment for full time staff especially the Director of Student Development and the communication and marketing coordinator is their portfolios.



*Table 2: Organizational Structure for AVPs, VPs and Support Staff*

S.No	Associate Vice Presidents	Reporting Executive	Support Staff
1	Executive Relations	President	Executive Director
2	University & Academic Affairs (Summer Trial)	President	Executive Director
3	Government Affairs (Summer Trial)	President	Director of Student Development
4	Student Funds	VP Finance	Director of Finance
5	Student Groups	VP Internal	Student Groups Administrator
6	Campaigns	VP Student Issues	Communications and Marketing Coordinator & Director of Student Development
7	Research & Advocacy (Summer Trial)	VP Student Issues	Director of Student Development
8	Student Experience	VP Student Life	Communications and Marketing Coordinator & Events and Programming Coordinator
9	External Affairs	VP Community Engagement	Director of Student Services & Director of Communications and Strategy

# Financial Analysis

The AVP positions will be non unionized positions with an hourly wage of \$17 per hour or set at a comparable compensation similar to other student staff wages at CUSA.

*Table 3: Repurposing of 2022-2023 Executive Adjacent Positions for Financial Analysis*

S.No	Existing Jobs	Hours Budgeted	Hours Proposed to be Budgeted	AVP Positions
1	Executive Assistant	20		AVP Executive Relations
2	Policy Analyst	20	10	AVP University and Academic Affairs
			10	AVP Government Affairs
3	Research & Advocacy	20	10	AVP Research and Advocacy
			10	AVP External Affairs
4	Stream Team Lead (x2)	Honorarium set to \$1000	20	AVP Student Experience



*Table 4: Additional AVPs to be Created from Jobs currently present in the union*

S.No	Existing Jobs	Hours Budgeted in the Pasta	Hours Proposed to be Budgeted	AVP Positions
1	Clubs & Societies Coordinator/Commissioner	20	10	AVP Student Groups
2	Deputy Clubs and Societies Coordinator/Commissioner	20		

**Weekly Overview**

**20 Hours:**

- 1. AVP Executive Relations
- 2. AVP Campaigns
- 3. AVP Student Experience

**~\$49,000**

2022-2023 Wages

**10 Hours:**

- 1. AVP University and Academic Affairs
- 2. AVP Government Affairs
- 3. AVP Student Funds
- 4. AVP Student Groups
- 5. AVP Research & Advocacy
- 6. AVP External Affairs

9 positions for 2023-24

**~\$90,000**

**~\$81,750**

9 positions for summer & 6 positions for fall and winter

**Financial Summary**

In simple terms we are financially looking to create 3 additional student jobs.

**~32,750/  
41,000**

Net Anticipated Wages





# AVP Role Descriptions

## 1. AVP Executive Relations

- The AVP ER is responsible for all administrative tasks, including but not limited to creating agendas, scheduling and coordinating meeting support, high-level stakeholder relations, managing special projects, expense reports, material preparation, research, meeting briefings, and additional duties as requested;
- Managing projects and advisory bodies / working groups which are run out of the Office of the President as requested– this may include setting up meetings, taking minutes and organizing internal events;
- Provide support, direction, leadership, coordination, and/or advice to the Executive team and the other Associate Vice Presidents;
- Assist the CUSA Board in reports, motions, and policy creation and editing, including ensuring all relevant documents are sent to Board members in time for review before scheduled meetings.

## 2. AVP University and Academic Affairs

- Serving as a liaison between CUSA and administration of the University, developing and maintaining a working relationship, and when appropriate lobbying them on behalf of CUSA, in conjunction with the President;
- Addressing issues of the day that form barriers to students' access to education, such as but not limited to post-secondary funding, tuition, financial aid (i.e. OSAP, scholarships, bursaries), and student housing;
- Engaging CUSA personnel and university bodies relating to academic matters including, but not limited to, CASG, Provost, Registrar, Deans, Faculty and Department Councils, Senate and its Committees, and Co-op Office.

## 3. AVP University and Academic Affairs

- Developing and executing advocacy strategies and campaigns to promote student interests while building and maintaining relationships with municipal, provincial and federal government representatives;
- Researching and analyzing government policies and legislation, and develop policy briefs and other advocacy materials to inform government officials and the public on key issues affecting students;
- Organizing and coordinating events and meetings with government representatives to discuss student issues and concerns;
- Collaborating with other student unions and advocacy organizations to build alliances and strengthen advocacy efforts at the local, provincial and federal levels.





#### **4. AVP Student Funds**

- Research and identify potential funding opportunities for executive initiatives such as grants to supplement Executive events and initiatives from campaigns to advocacy issues Eg: Mosaic and financing a free menstrual products campaign;
- Prepare and submit grants and scholarship applications, including all required documentation and supporting materials;
- Oversee CUSA's student financial program such as the Academic Resilience Fund, the Student Initiative Fund emergency including reviewing applications, determining eligibility, and distributing funds as prescribed by the committee;
- Collaborate with other departments and organizations to identify and secure funding for student initiatives and projects.

#### **5. AVP Student Groups**

- Providing opportunities for students to learn about and join clubs that interest them and developing and maintaining relationships with student group leaders, serving as the primary point of contact for their questions and concerns;
- Helping manage the social media presence of clubs and to promote student groups and their activities;
- Be responsible for the storage and maintenance of club equipment and materials, ensuring that everything is organized and easily accessible for club leaders and members;
- Be responsible for the storage and maintenance of club equipment and materials, ensuring that everything is organized and easily accessible for club leaders and members.

#### **6. AVP Campaigns**

- Mobilise student activism and advocacy efforts, including organising letter-writing campaigns, petition drives, and other direct action tactics;
- Provide regular updates and reports on CUSA campaign progress to the VPSI and other relevant stakeholders;
- Develop and implement a comprehensive marketing and outreach strategy to increase voter turnout, including social media campaigns, posters, and emails to professor for classroom talk and tabling to dispatch "get out to vote" volunteers on voting days;
- Execute CUSA campaigns as prescribed by the VPSI on various social issues, such as mental health, diversity and inclusion, tuition fees and more.





### **7. AVP Research and Advocacy**

- Conduct research and analysis on relevant issues, and address pressing student concerns on campus, such as those related to student equity, diversity, inclusion, and empowerment;
- Assist the executives in drafting political stances and positions on advocacy and social issues;
- Assist executives in conducting research projects and student initiatives, including data collection, analysis, and report writing;
- Oversee academic advocacy and policies to ensure that they align with the needs and interests of students;

### **8. AVP Student Experience**

- Recruit, train, and manage a team of volunteers and hype team members to support student events and programming such as Frosh and CUSA campaigns;
- Create engaging and informative content (e.g., social media posts, videos, blogs, newsletters) to promote student engagement and increase brand recognition of CUSA;
- Collaborate with various departments and organisations within the University to ensure the CUSA is aligned with campus-wide initiatives and events;
- Develop and implement initiatives that encourage students to get involved and actively participate in campus life.

### **9. AVP External Affairs**

- The AVP External Affairs shall retain partnerships that are beneficial for the organization and the student body that uphold the values of the association;
- AVP EA will be the liaison between non-political organizations such as OC Transport, Canadian Blood Services, the Ottawa Food Bank, Off campus housing, athletic organizations and more;
- The AVP External Affairs shall connect Students-At-Large with resources both on and off campus for volunteering and/or job opportunities;
- In conjunction with the Vice President Community Engagement, the Associate Vice President External Affairs shall be responsible for the promotion of the Service Centres.



# Key Considerations in Achieving CUSA's Goals

## 1.A growing CUSA results in an administrative deficit

- By creating additional leadership positions, the student union can increase its capacity to take on more projects, initiatives, and events. This could be especially helpful for a First Non-Pandemic Transition Year, as there is a backlog of ideas and activities that were put on hold.
- The AVP model increases our capacity to take on projects and initiatives. With more people working on different aspects of a project, it can be completed more efficiently and effectively. Envisioning putting CUSA on the road map for advocacy and being a leader in change-making. The past year CUSA has delved deep into various advocacy issues, from International Students, Reproductive Rights, solidarity with education workers, reconciliation, and more.
- These times call for a revision to the structure and solutions to the administrative deficit, as executives take on roles that bleed out time out of bigger projects and other responsibilities.

## 2. Succession Plan for CUSA

- When executives move on to other positions or graduate, having trained and experienced associate vice presidents in place can make for a smoother transition. These AVPs can step into higher roles with confidence, having already worked closely with the executives and having a solid understanding of the organization.
- When associate vice presidents work closely with executives, they can learn from their experiences and knowledge. This can help to build a knowledge-sharing culture within the student union, where experience and wisdom are passed down to newer members of the organization.

## 3. CUSA's Mission and Vision

- Having a diverse group of associate vice presidents with specific portfolios can help ensure that the student union is representing and addressing the needs of all students on campus. This can lead to a more inclusive and representative CUSA.
- The creation of associate vice president positions can provide opportunities for leadership development and growth for students who may not have been considered for executive roles. This can help develop a pipeline of future leaders for CUSA and the wider community.
- With more leadership roles available, more students may be motivated to get involved in the student union and contribute to campus life. This can lead to a more engaged and active student body and an increase in electoral interest and voter turnout.
- With the growing demand for advocacy comes the need for support in fulfilling these ever-growing roles. CUSA has the potential to go big with these goals with adequate support, the AVP roles are well-researched and fitted to best encompass CUSA's long-term goals and preservation of advocacy initiatives from one year to the next.





#### **4. Delegation of responsibilities**

- As associate vice presidents take on more responsibilities, executives can delegate tasks and projects to them. This can free up time for executives to focus on higher-level tasks, such as strategic planning and building partnerships.
- By creating associate vice president positions, the responsibilities of the executives in the student union can be better defined. This ensures that each individual knows exactly what they are responsible for, and who they report to. This helps to reduce confusion, and overlap and makes it easier to delegate tasks.

#### **5. Return on Investment**

- With more leadership positions, the student union can also apply for more funding opportunities. Many grants and funding sources require specific leadership positions to be filled in order to qualify for funding or look for sponsorship.
- In the past we have worked with external organisations such as Boathouse and Drink Smart that have sponsored us in kind with goodies that have gone a long way to subsidise merch cost.

## **Frequently Asked Questions**

### **Q1. How would the AVPs fit into the overall structure of the student union?**

Each AVP would report to a Vice President and work closely with one or two of the full time team to ensure that the student union's overall mission and strategic goals are met.

The AVPs could also collaborate with each other and with other departments or service centres within the student union to develop and implement cross-functional programs and initiatives that benefit students.

### **Q2. How will the creation of these positions benefit the student union and its members? What needs or gaps in services or programs do these positions aim to address?**

**Enhanced leadership and management:** The AVPs would bring expertise and leadership to specific areas of the student union, which could lead to improved program and service delivery, as well as better resource management.

**Increased support for student success:** AVPs responsible for areas such as academic affairs, student experience, and student groups could provide additional support to students in achieving their academic and personal goals, enhancing their overall university experience.

**Improved advocacy and representation:** AVPs responsible for government affairs, research and advocacy, and campaigns could advocate for the interests of students, promoting policies and initiatives that benefit the student body as a whole.





**Q3. What is the estimated cost of creating and maintaining these positions, and how will this affect the student union's budget? Will a cost-benefit analysis be conducted to determine the financial impact of this decision?**

An estimated \$35,000-\$45,000 in addition to the other budgeted wages would be budgeted to the President's Budget under the Executive Staff budget line.

The 6 positions enlisted in table 2 would work closely with the VPs all year long and the other 3 would work over the summer as a trial and their contracts would be extended if needed. A cost-benefit analysis would be done to compare the benefits to the estimated costs to determine whether the creation of AVP positions is financially feasible for CUSA in the longer run. This analysis could also identify potential cost-saving measures or revenue-generating opportunities that could offset the costs of creating these positions.

For example, the AVPs Government Affairs and Student Funds would be tasked to source funding for various projects through grants, partnerships or sponsorships that would alleviate the expenses associated with events, campaign and advocacy projects.

**Q4. How will these positions be recruited and selected? What qualifications and experience will be required for each role, and how will candidates be evaluated?**

Clear and detailed job descriptions would be developed for each AVP position, outlining the specific responsibilities, qualifications, and experience required for the role. The recruitment process will include advertising the positions through various channels, such as the CUSA website, social media, and university job boards. The hiring committee will include the HR Manager, the aligned VP, the supporting full time staff as outlined in Table 2. If a conflict of interest is declared then the person shall delegate the responsibility to the President or the Executive Director.

**Q5. How will the associate vice presidents collaborate with each other and with other members of the student union? What mechanisms will be in place to ensure effective communication and coordination?**

The VPs will hold bi-weekly meetings with their AVPs and communicate their projects to the Executive Council. The Executive Council will encourage the collaboration of their AVPs with each other. Further, the AVP Executive Relations and the AVPs should meet once a month to share their works and be informed of their ongoing projects.

**Q6. How will the performance of the associate vice presidents be evaluated? What metrics will be used to assess their success and impact, and how will this information be reported to the board and the senior administration?**

The VPs will be required to set goals for their AVPs, which will be reviewed regularly at their biweekly meetings to ensure progress is being made towards achieving them.

Feedback from their supervising VP and full time staff will be collected regularly to evaluate the effectiveness of the AVPs' work. The HR Manager can develop a performance evaluation plan with the President to create a report that would be sent to the board to analyze their performance.





**Q7. How does the creation of these positions fit into the student union's long-term strategic plan? What other initiatives or programs are planned for the future, and how do these positions support those goals?**

By having dedicated positions for specific areas of focus, CUSA would be better equipped to achieve its goals and address any gaps in services or programs that may exist.

Some of the projects planned include a free menstrual products campaign where we would be applying for grants from the government, funding from different levels of government, be in communication with university stakeholders to set up this initiative and more. This project alone would require AVPs Student Funds, University and Academic Affairs, Government Affairs and External Affairs.

CUSA is revamping the way the Street Team (volunteer hype team) works to increase student engagement and raise awareness for the work that we do. So the AVPs Student Experience, Campaigns, Student Groups would play an important role in expanding CUSA's network and bringing in more students to our events and sharing with them the services we provide.

Improving voter turn to pass our referendums, CUSA will be taking important referendums back to the ballot in the October by-elections including the USC Essential Services, Clubs Funding and Millennium Promise. CUSA will be also looking into increasing the Mental Health and Wellness Levy to finance our Mental Health Program and it's important that we pass these referendums this year. The help of the AVP Campaigns, Student Groups, Executive Relations and University and Academic Affairs will be of great assistance in achieving this goal.

**Q8. Why are these specific positions created and can it not be reduced or delegated to an additional position?**

Each AVP is responsible for overseeing a specific area of the student union that CUSA caters towards, which helps to ensure that each area is given the appropriate attention and resources needed to succeed.

In the past year we have observed the Research and Advocacy coordinator also took on tasks such as assisting in CUSA campaigns heavily unlike past Research and Advocacy coordinator and was not able to work on other projects such as the the completion of the EDI Report or the Tuition Guarantee proposal. This is also because the past Research and advocacy coordinators worked during the pandemic and the burden of the CUSA campaigns was not as exhausting as it was.

Similar pattern was noticed with the Policy Analyst, they were tied in between working internal governance policies and university policies. They were also not adequately supported or guided by the executives Whereas the first hire did much work towards advocacy policies into federal and provincial policies.



**APPENDIX H:**

**CUSA Board Attendance Policy**

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<b>Authority:</b> CUSA Board	<b>Date Ratified:</b> March 15, 2022
<b>Previous Amendments:</b> N/A	
	<b>Next Review Date:</b> 2027
<b>Review Committees:</b> CUSA Board	<b>Delegates:</b> Chair of the Board

**1) Objective**

- b) To outline the expectations and responsibilities of Directors in regard to their attendance, as well as to outline the consequences resulting from their absence.

**2) Definitions**

For the purposes of this policy unless the context demands a separate interpretation:

- e) Academic year is from April of the current year to March of the following year.
- f) Board Chair shall always be taken to mean Chair of the CUSA Board.
- g) Meeting or Meetings shall include all duly called meetings of the Board as defined in CUSA ByLaw be they regular, committees, ad-hoc task force or special meetings of the Board; as well as any meetings called properly and in accordance with any Board policy.
- h) Subcommittee Chair or Chairs shall be taken to mean the respective Chair of any Meeting and may not be the Board Chair or ad hoc task force.

**3) Policy Administration**

- d) The Board Chair has the responsibility of maintaining attendance records of Meetings as well as records of any regrets and written rationale submitted to them.
  - i) All Chairs must maintain and submit updated attendance records including written rationale and regrets on a weekly basis to the Board Chair.
  - ii) Any or all of this information must be made available to the Board Chair upon the Board Chair's request.

**4) Meetings Held by a Chair**

- d) Directors are required to submit written regrets to the Chair forty-eight (48) hours in advance of a Meeting if they are unable to attend the Meeting.

- e) Subcommittee Chairs are required to provide updated attendance records to the Board Chair within seven (7) days following a Meeting.

#### **5) Meetings held by the Board Chair**

- a) Directors are required to submit written regrets to the Board Chair forty-eight (48) hours in advance of a Meeting if they are unable to attend the Meeting.

#### **6) Teleconferencing & Virtual Meetings**

- a) Meetings held via teleconference, video calling service, or over the internet will also be considered as a duly called meeting

#### **7) Punctuality**

- a) Directors who arrive 15 minutes after the scheduled start of a meeting will receive half an absence.
- b) Directors who arrive halfway through a scheduled meeting, defined by the halfway mark in the time the individual was asked to be free in advance of the meeting, will receive a full absence.

#### **8) Consequences**

- a) After a director misses their first meeting the Chair of the Board shall explain to the director in question that they are not permitted to miss two more meetings.
- b) If a director misses three meetings in the same academic year that director is to be removed from the Board of Directors by a regular resolution of the Board

#### **9) Exceptions**

- a) If it is the Chair of the Board who has missed 3 meetings then the Vice-Chair will execute section 8.0.
- b) Resource members will be exempt from this policy.