

*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 18th Meeting of the CUSA Board of Directors

**November 25th, 2023, at 12:00 pm EDT
Hybrid (Haven - 43 Seneca/Online)**

**IN ATTENDANCE (bolded): President Riazudden, Chair Harris, Director Buri, Director Fraser,
Director Nobossi, Director Pilatwe**

1. Call to Order and Land Acknowledgement
 - Chair Harris called the meeting to order at 1:05 pm
2. Disclosure of Interest
3. Approval of the Agenda
 - 3.1. Motion to Approve the Agenda as Presented (B-204)
4. Approval of Past Minutes
 - 4.1. Motion to Approve the Special Board Meeting Minutes from October 14th, 2023 (B-205)
5. In-Camera Session
 - 5.1. Motion to Move to In-Camera Session (B-206)
6. Presentations/Delegations
 - 6.1. Executive Roadmap
 - 6.2. CUSA By-Election Update and Referendum Results
7. Directors Reports
8. Staff Reports
 - 8.1. Report from All Staff
 - 8.2. Report from the President
9. Committee Reports
 - 9.1. Report from the Agenda Subcommittee
 - 9.2. Report from the Human Resources Subcommittee
 - 9.3. Report from the Finance and Governance Subcommittee
10. Introduction of Bylaws/Policy
11. Reconsideration of ByLaws/Policy
12. Announcements and Correspondence
13. New Business

- 13.1. Motion to Approve the Chair Terms of References (D-02) (B-207)
 - 13.2. Motion to Approve the Reserve Fund Policy (F-01) (B-208)
 - 13.3. Motion to Approve the Finance Policy (F-00) (B-209)
 - 13.4. Motion to Approve the Policy Management Policy (G-01) (B-210)
 - 13.5. Motion to Hire Lisa Yu as a Contractor with CUSA (B-211)
 - 13.6. Motion to Adopt the CUSA Organisational Restructuring Plan (B-212)
 - 13.7. Motion to Amend the Hiring Policy & Procedure (B-213)
 - 13.8. Motion to Transfer Administrator Duties for Quickbooks to Trina Watters (B-214)
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14. Notice of Motion
 15. Unfinished Business and Deferred/Tabled Items
 16. Other Business
 17. Question and Answer Period
 18. Adjournment
-
- 18.1. Adjournment (B-215)

Appendix A: 2023-2024 Executive Roadmap

Appendix B: Report from All Staff

Appendix C: Report from President

Appendix D: Proposed Chair Terms of References (D-02)

Appendix E: Proposed Reserve Fund Policy (F-01)

Appendix F: Proposed Finance Policy (F-00)

Appendix G: Proposed Policy Management Policy (G-01)

Appendix H: Proposed Organisational Restructuring Plan

Appendix I: Proposed Hiring Policy and Procedure (H-01)

Item 3.1

Motion to Approve the Agenda as Presented (B-204)

BE IT RESOLVED that the Agenda for the November 25th, 2023 Regular Board Meeting be approved as written.

Moved: Director Nobossi

Seconded: Director Fraser

CARRIED UNANIMOUSLY

Item 4.1

Motion to Approve the Special Board Meeting Minutes from October 14th, 2023 (B-205)

BE IT RESOLVED that the past minutes for the October 14th, 2023 Special Board Meeting be approved as written.

Moved: Chair Harris

Seconded: Director Fraser

CARRIED UNANIMOUSLY

Item 5.1

Motion to Move to In-Camera Session (B-206)

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

Moved: Director Fraser

Seconded: Director Pilatwe

CARRIED UNANIMOUSLY

Item 6.1

Executive Roadmap Presentation

Oral Presentation to be given at the Board

[see *Appendix A*]

- President Riazudden gave an overview of the Executive Roadmap and outlined its purpose
- President Faris said the roadmap embodies upcoming CUSA's priorities and presents CUSA's goals
- President Faris emphasized that these goals are realistic and achievable with CUSA's resources

Item 6.2

CUSA By-Election Update and Referendum Results

Oral Presentation to be given at the Board

- Vice President Internal Breen shared that the USC Referendum passed with 19.8% voter turnout and added that the Executive now knows how much effort is needed to hit quorum
- Vice President Internal Breen added that the Executive is exploring areas of need with which may merit another referendum during the General Election

Item 8.1

Report from All Staff

Oral presentation to be given at Board.

[see Appendix B]

- President Riazudden gave a presentation to the Board
- President Riazudden added that the Director of Communications and Strategic Initiatives was instrumental in completing the organizational restructuring
- Staff are working on launching Haven Connect and the new USC space
- A new Finance Manager has been hired and onboarding will begin on December 4th

[The Board reached consensus to move in-person in accordance with Section 6 of the CUSA Board Rules of Procedure]

Item 8.2

Report from the President

Presentation to be given at Board.

[see Appendix C]

- President Riazudden provided updates on the Wing:
 - Going to open the Wing hopefully next semester
 - Lots of policy work completed to ensure a successful opening
- Five new CUSA awards have been added to the CUSA Awards profile
- Flowing Rights campaigns has been launched
- The Executive team met with Housing Minister Sean Fraser
- Over 30 new student jobs have been created this year
- AVPs have been working diligently on various projects including external relations, helping lead the USC Referendum, policy refinement, grant writing, assisting
- There has been 90% Chonk Nation volunteer retention rate

[The Board reached consensus to move in-camera in accordance with Section 6 of the CUSA Board Rules of Procedure]

Item 9.1

Report from the Agenda Subcommittee

Oral presentation to be given at Board.

- Chair Harris informed the Board that extra efforts were taken to ensure the agenda was complete and accurate

Item 9.2

Report from the Human Resources Subcommittee

Oral presentation to be given at Board.

- Chair Harris provided a summary of the most recent Human Resources Subcommittee meeting, at which the Director of Human Resources presented an Occupational Health & Safety manual that contained the policies the Committee was scheduled to review
- These policies were supposed to be reviewed annually, as per provincial law
- They will now be reviewed annually by external consultants as part of the Occupational Health & Safety Manual
- Final Occupational Health & Safety binder will be sent in the coming weeks

Item 9.3

Report from the Finance & Governance Subcommittee

Oral presentation to be given at Board.

- Director Pilatwe provided a report on the Finance & Governance Subcommittee and summarized the policies that the Subcommittee recommends for approval at this meeting

Item 13.1

Motion to Approve the Chair Terms of References (D-02) (B-207)

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 Chair Terms of Reference (D-02) is to be reviewed no later than 1 May, 2024

BE IT RESOLVED that the CUSA Board of Directors approves the Chair Terms of Reference (D-02), attached as Appendix D, as written.

Moved: Chair Harris

Second: Director Pilatwe

CARRIED UNANIMOUSLY

[see Appendix D]

Item 13.2

Motion to Approve the Reserve Fund Policy (F-01) (B-208)

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 Reserve Fund Policy (F-01) is to be reviewed no later than 1 May, 2024

BE IT RESOLVED that the CUSA Board of Directors approves the Reserve Fund Policy (F-01), attached as Appendix E, as written.

Moved: Director Fraser

Second: Director Buri

CARRIED UNANIMOUSLY

[see *Appendix E*]

Item 13.3

Motion to Approve the Finance Policy (F-00) (B-209)

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 Finance Policy (F-00) is to be reviewed no later than 1 May, 2024

BE IT RESOLVED that the CUSA Board of Directors approves the Finance Policy (F-00), attached as Appendix F, as written.

Moved: Chair Harris

Seconded: Director Nobossi

CARRIED UNANIMOUSLY

[see Appendix F]

Item 13.4

Motion to Approve the Policy Management Policy (G-01) (B-210)

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 effective and successful policymaking is a collaborative effort

AND WHEREAS the Association does not have a clear guiding document on the creation, management, and storage of corporate policies

AND WHEREAS the expectations and accountabilities of policy development are unclear to employees, Directors, Councillors, contractors, advisors, students-at-large, and all persons who have a relationship with the Association

AND WHEREAS the creation of a clear set of rules and procedures for policy development will assist in mitigating internal and external-facing conflicts and siloing within the Association

BE IT RESOLVED that the CUSA Board of Directors approves the Policy Management Policy (G-01), attached as Appendix G, as written.

Moved: Chair Harris

Seconded: President Riazudden

CARRIED UNANIMOUSLY

[see *Appendix G*]

Item 13.5

Motion to Hire Lisa Yu as a Contractor with CUSA (B-211)

WHEREAS the former CUSA Manager and Director of Finance, Lisa Yu, has offered to provide contracting services to CUSA as a client for a period of, at minimum, 12 months.

AND WHEREAS Lisa Yu was consulted in the creation of a contractor tendering proposal.

BE IT RESOLVED that CUSA retain the services of Lisa Yu for 12 months, effective January 2024.

BE IT FURTHER RESOLVED that senior management be delegated the task of negotiating a contract with Lisa Yu in keeping with the CUSA Board's recommendations.

BE IT FURTHER RESOLVED that the CUSA Board of Director reconvene to discuss the potential extension of this contract no later than June 30th, 2024

Moved: Chair Harris

Seconded: Director Pilatwe

CARRIED UNANIMOUSLY

Item 13.6

Motion to Adopt the CUSA Organisational Restructuring Plan (B-212)

WHEREAS, the Carleton University Students' Association (CUSA) continually strives to enhance its operational efficiency, effectiveness, and overall performance in serving the student community,

AND WHEREAS, the need for an organisational restructuring plan has been identified to optimise the senior leadership framework and streamline the management of staff for improved functionality and alignment with CUSA's goals and objectives,

AND WHEREAS, CUSA now has the opportunity to undertake this restructuring plan as there are numerous vacancies in departmental leadership roles, allowing for smoother transition and implementation of the proposed changes,

AND WHEREAS, Christine Falardeau, Director of Communications and Strategy through months of research, consultations, and assessments has developed a comprehensive restructuring plan aimed at maximising the utilisation of resources and enhancing the productivity and cohesiveness between CUSA's senior leadership, CUSA Departments and Executive portfolios,

BE IT RESOLVED that the proposed Organisational Restructuring Plan for CUSA's senior leadership and staff management, as presented and outlined in the document CUSA Organisational Restructuring Plan and attached as Appendix H, be officially adopted.

BE IT FURTHER RESOLVED that the implementation of the Organisational Restructuring Plan shall commence immediately, under the oversight of the appointed senior leadership team and Executive council responsible for its execution.

Moved: Chair Harris

Seconded: President Riazuddin

CARRIED UNANIMOUSLY

[see *Appendix H*]

- Less direct reports to the Executive Director will allow them to support the Senior Management and
- Chair of the Board Harris thanked Director Falardeau for their work on the re-organization plan and for answering the Board's questions.

Item 13.7

Motion to Amend the Hiring Policy & Procedure (B-213)

WHEREAS the Executive Director position within Senior Leadership, otherwise known as Class 2 within the Hiring Policy and Procedure (H-01), is vacant after staffing changes.

AND WHEREAS the CUSA Board has adopted a new organisational structure during this meeting of the Board of Directors.

BE IT RESOLVED that Section 3 subsection (i) of the Hiring Policy and Procedure read as follows:

- i) Senior Leadership (class 2)
 - ~~(1) Executive Director~~
 - (1) Director of Operations
 - (2) Finance Manager
 - (2) Director of Communications & Strategic Initiatives
 - (3) Director of Student Development
 - (4) Director of Student Services

BE IT FURTHER RESOLVED that Section 2 of the Hiring Policy & Procedure read as follows:

- ~~a) Executive Director~~ Director of Operations
- i) The Hiring panel for the ~~Executive Director~~ Director of Operations shall consist of:
 - (1) President/CEO
 - (2) Chair of the CUSA Board
 - (3) Up to two (2) interested CUSA Board Directors, selected by the CUSA Board
 - (4) Director of Human Resources
 - ~~(5) Director of Finance & Administration or delegate~~

Moved: Director Nobossi

Seconded: Director Pilatwe

[see Appendix I]

CARRIED UNANIMOUSLY

- Need to review this Policy piece by piece until DoO can be hired, this is the most important piece as it is required to hire the DoO

Item 13.8

Motion to Transfer Administrator Duties for Quickbooks to Trina Watters (B-214)

WHEREAS CUSA has staffed the position of Finance Manager, who is responsible for leading the day-to-day operations of the Association's Finance Department

AND WHEREAS the Finance Manager will require administrator access to Quickbooks.

AND WHEREAS the new Finance Manager's starting date will be December 4th, 2023.

BE IT RESOLVED the new Finance Manager, Trina Watters, be transferred administrator access to the Association's Quickbooks account to ensure access prior to a starting date of December 4th, 2023.

Moved: President Riazudden

Seconded: Director Nobossi

CARRIED UNANIMOUSLY

Item 13.9

Motion to Call a Special December Council Meeting

WHEREAS Council needs more time to consider referendums for the 2024 CUSA general election.

AND WHEREAS per section 12(4) of the Referenda and Recall Policy, referendums for the general election "must be proclaimed before the 31st of December."

AND WHEREAS per section 6.6 of the Bylaw, "the Board will convene a Special Members' Meeting on written request of not less than fifteen percent (15%) of the Members."

AND WHEREAS the following voting members of Council have submitted written requests to the Vice President Internal for a special Council meeting:

- President Mohamed Faris Riazuddin
- Councillor Aiden Rohacek
- Councillor Nkosi Mhlanga
- Councillor Zeba Munira
- Councillor Michael Huynh
- Councillor Clara de Oliveira Borba

BE IT RESOLVED that the CUSA Board of Directors approve of a special Council meeting to be held on December 4th, 2023 at 6pm.

Moved: Chair Harris

Seconded: Director Fraser

CARRIED UNANIMOUSLY

Item 18.1

Adjournment (B-215)

BE IT RESOLVED that the CUSA Board of Directors adjourns until the next regular board meeting at Haven (43 Seneca) or virtually.

Moved: Director Buri

Seconded: Director Fraser

CARRIED UNANIMOUSLY

APPENDIX A:

2023-2024 Executive Roadmap



2023 -2024 EXECUTIVE ROADMAP



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Land Acknowledgement

CUSA acknowledges that our offices, service centres and businesses are situated today on the traditional territory of the Algonquin Anishinaabe, lands never ceded or surrendered in peace to the Crown of Canada. Indigenous peoples living under the modern colonial state of Canada have suffered disproportionate injustice and marginalisation.

A mere land acknowledgement is not enough to make reconciliation and reparation to the Indigenous peoples of Turtle Island. We must stand in solidarity against colonialism and remember our responsibility to the land and the peoples who have kept it for generations—which means affirming their call for the free and unencumbered return to their ancestral land. It is also fitting, for this body of lawmakers, to remember the spirit and wisdom of Indigenous governance models—from the collaborative bicameralism of the Haudenosaunee Confederacy to the consensus-based government of the Inuit—to deliver to students a better student union.

We recognize that our presence on this land is the result of a history marked by injustice, and we are dedicated to honouring and strengthening our relationships with Indigenous nations across Turtle Island. This includes acknowledging and respecting the diverse First Nations, Métis, and Inuit peoples who call this land home.

We encourage all students to learn about current movements to support Indigenous self-determination and self-governance. To learn more about the stolen land you live on and the movements occurring on that land, visit www.native-land.ca or CUSA's Mawandoseg Centre located at 426 Nideyinàn (formerly University Centre).

Letter from the President

Dear Ravens,

It is with great honour and anticipation that I present myself to you as your Carleton University Students' Association (CUSA) President, entrusted with the privilege to introduce our inspiring vision for the year ahead. We've meticulously crafted a comprehensive roadmap drawing upon the wisdom of our past and guided by an ambitious vision for the future that places your needs, aspirations, and well-being at the core of our mission. Together, we shall construct a fortified and unified CUSA, radiating with vibrancy, inclusivity, and a relentless pursuit of excellence.

The university experience is a pivotal phase in our lives—a time of profound personal evolution and exploration, where we construct our identities and strive to create a positive ripple effect around us. My journey, from being an enthusiastic Engineering and Design Councillor to a proactive Programming Coordinator at the Wellness Centre, and eventually serving as VP Student Issues, has given me valuable insight into the diverse perspectives of our student body and their expectations from CUSA to enrich our university tenure. As an international student, I've personally felt the transformative influence of organisations like CUSA, and as the first CUSA President of South Asian heritage, I am ardently committed to nurturing an inclusive campus where each individual is empowered to contribute meaningfully!



Our commitments form the bedrock of this first ever executive roadmap—an ambitious blueprint engineered to cater to your needs and ambitions. Your voices will resonate throughout this transformative journey, and your concerns will guide our every action.

Each facet of our executive roadmap has been designed to elevate your university experience and address your distinct requirements. This roadmap stands on four pillars of strength - **Advocacy and Representation, Student Support and Service, Student Experience and Development, and Student Trust.**

Letter from the President

Let's embrace this challenge with unwavering resolve, for we are not merely prepared, we are poised for this pivotal mission. I beckon each of you, my esteemed peers, to join hands with us on this extraordinary journey. Together, let us script an indelible chapter in the illustrious legacy of Carleton University. Therefore, let us march forward with audacity and enthusiasm, embodying Veni, Vidi, Vici—we came, we saw, we conquered!

With boundless passion and unwavering dedication,

A handwritten signature in black ink, appearing to read "M. Jais". The signature is written in a cursive, slightly slanted style.

President and CEO, Carleton University Students' Association (CUSA)

The Story of US

In the roaring year of 1942, when Carleton University itself was just finding its academic roots, a quiet revolution was brewing in the hearts of its students. They sensed an unmet need, a longing for representation and organisation akin to the powerful unions that echoed through the times.

Gathered in clandestine meetings, these students delved into matters of campus intrigue and destiny. Year after year, they engaged in fervent elections to anoint their chosen leaders. Their quest? To weave the solitary threads of day scholars and night owls into a singular tapestry of **communal identity**.

But this was just the opening chapter of their tale. As the years unfurled, the enigmatic entity known as CUSA (Carleton University Students' Association) transformed itself from a mere thought into a living, breathing organism. It staked its claim within the heart of The Glebe, a house that doubled as both its **administrative sanctum and a vibrant epicentre of student life**.

During these early years, CUSA resembled more of a secret club, akin to a group of fervent board game enthusiasts or students practising the art of a mock parliament. Their purpose, however, was profound. CUSA bore the weight of multiple mandates – the student's voice, the provider of essential services, and the torchbearer of democracy.

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The turning point came in the tumultuous 1960s when CUSA shed its playful exterior to reveal a more formidable core. It birthed businesses like Roosters and Olliver's (now Ollies) that are still close to thousands of Ravens, employed numerous individuals, and matured into an entity of great responsibility. Faced with this evolution, CUSA chose the path of incorporation. This transformation paved the way for more prudent management and allowed the CUSA Council to focus on **amplifying the student's voice** and crafting ingenious solutions for the myriad challenges on and off campus.

As the pages of time turned, CUSA emerged as a powerful lobbying force, spearheading post-secondary student leadership and extending a helping hand to those marginalised in society. Its Council, ever open and ever progressive, served as an arena for students to **champion their causes and engage in impassioned debates**.

The Story of US

Then, in the dawning days of 2022, CUSA embarked on a journey into a new epoch. Sweeping reforms cascaded through its corridors, updating governing documents to embrace the law and infuse ethical practices into every corporate sinew. The spotlight was on fair elections and the dispersion of decision-making powers, ensuring **transparency and accountability**.

Today, CUSA stands as a beacon of inspiration for student associations far and wide. Its governance structure and service centres are a blueprint covered by other unions seeking to replicate its success. With a robust system of checks and balances firmly in place, CUSA navigates the labyrinth of academia with poise, its Council, Board of Directors, and operational Executives seamlessly working together to represent and uplift the student body.

Thus, the enigmatic tale of CUSA continues, a story of evolution, empowerment, and unwavering commitment to the students it serves, a narrative that weaves through the test of time like a tapestry of resilience and progress.

Advocacy and Representation

1. Government Advocacy

A. Federal Advocacy

CUSA set out this year to enhance its federal advocacy efforts by joining the Canadian Alliance of Student Associations (CASA) as an observer for a two-year period.



CUSA's involvement in CASA demonstrates its commitment to addressing these issues on a federal level, aiming to improve the overall student experience and affordability of education in Canada. Some of the priorities are,

1. Deregulation and Differential Tuition:

This advocacy point primarily pertains to provincial matters rather than federal. CASA aims to coordinate with federal departments, such as Employment and Social Development Canada (ESDC), Innovation, Science and Economic Development Canada (ISED), Immigration, Refugees and Citizenship Canada (IRCC), and Global Affairs Canada (GAC), to work with provincial governments and university administrators. The goal is to develop strategies that improve access and financial support for international students wishing to study in Canada.

2. Housing Accessibility for Post-Secondary Students:

CASA focuses on green infrastructure for on-campus residences, particularly addressing concerns related to limited on-campus housing options, deferred maintenance, and insufficient off-campus housing.

They advocate for expanding eligibility requirements for federal programs and funds, allowing post-secondary institutions to receive non-academic funding for initiatives like net-zero student housing. CASA also pushes for the inclusion of retrofits of student housing infrastructure in the Canada Infrastructure Program.



Advocacy and Representation

B. Municipal Advocacy

At the municipal level, CUSA is dedicated to advancing **accessible transit options** on campus and fostering the creation of secure pedestrian pathways and bicycle lanes. Additionally, we are committed to making reliable, safe, and **affordable student housing** a paramount priority in the 2023-24 period. This will be achieved through our support for more relaxed zoning regulations and the initiation of additional community housing projects.



C. Provincial Advocacy

CUSA has already engaged in productive discussions with Ottawa Centre MPP Joel Harden, advocating for **increased support for mental health and counselling services** aimed at benefiting students. In response to the tragic 2023 attacks at University of Waterloo, CUSA has been a vocal advocate for the Ministry of Colleges and Universities and even met with Jill Dunlop, Minister of Colleges and Universities to intensify its backing for equity, diversity, and inclusion measures on Ontario campuses. Our ongoing commitment to prioritising student well-being at the provincial level underscores our unwavering dedication to **fostering intersectional support for diversity and inclusion initiatives**.



Advocacy and Representation

2. Menstrual Products Accessibility and Reproductive Rights

The menstrual and reproductive rights campaign (Flowing Rights), spearheaded by the university in support of CUSA, represents a crucial step towards addressing the financial burden and inequity surrounding menstrual product access on campus. The Student Experience Office leads the installation of free menstrual product dispensers in multiple high-traffic buildings to ensure all students have easy and dignified access to these essential items. CUSA accompanies the dispensaries with informative messaging and raising awareness on menstrual equity and reproductive health and rights. This initiative aligns perfectly with CUSA's broader advocacy efforts as a recognized pro-reproductive rights and justice organisation aiming to dismantle systemic barriers to reproductive healthcare. By championing menstrual product accessibility, CUSA is making meaningful strides in promoting reproductive health equity and fostering an inclusive and supportive environment for all members of the Carleton campus community.



Buildings where the menstrual products dispenser is installed:

- Library (ML)
- Nideyinàn (NN)
- Tory Building (TB)
- Southam Hall (SA)
- Pigiarvik (PK)
- Nicol Building (NI)
- Richcraft Hall (RB)
- Azrieli Theatre (AT)



Flowing rights is a campaign advocating for sexual, reproductive, and menstrual rights, which encompass the fundamental entitlement to a healthy body and the autonomy to make informed choices about one's sexual partners, methods of avoiding sexually transmitted infections or unintended pregnancy, as well as access to education, and equitable access to menstrual products.

Advocacy and Representation

3. Executive Composition

The CUSA Executive Team has gone through several iterations over the students' association history. The current Executive Team, implemented as part of the 2022 governance reforms, has proven to be effective, however gaps remain particularly with regards to advocacy and representation. An *ad hoc* Executive Composition Committee has been constituted by CUSA Council to continue the work of last year's committee. A final report on executive composition will be tabled before CUSA's February general elections.



4. Long Term Strategic Plan

CUSA will create its first long term strategic plan that will set the guiding principles, fundamental pillars, and a vision for the present and future of CUSA. A comprehensive plan will be formed through consultations with internal and external stakeholders, informed from work during previous years, and will remain in effect until 2027/28 to guide future executives, councillors, and board directors in their work. Work on this plan will be conducted through the standing bicameral committee, with a final plan to be presented at CUSA's Annual General Meeting in the spring.

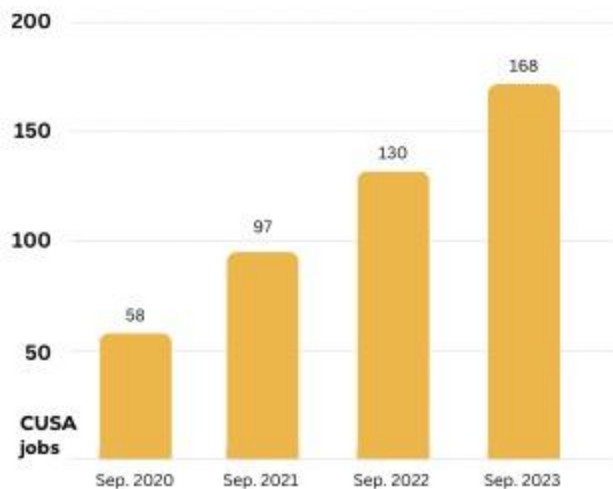
Student Services and Support

1. Creating Jobs

CUSA currently hires over 200+ students across its executive leadership, service centres, businesses, and other departments!

We plan on introducing over 25+ new student jobs and full time jobs that encompass a wide range of areas that it caters towards. This way we can tap into the talents and passions of the student body. Increasing student involvement within CUSA not only empowers students to actively shape their campus environment but also provides valuable hands-on experience and professional development opportunities.

Some include the introduction of nine Associate Vice Presidents, Stage and tech Crew, Content Creators for Chonk Nation and more!



Student Services and Support

2. Financial Support and Assistance

A. Academic Resilience Fund

CUSA will be reintroducing the Academic Resilience Fund that was established during COVID-19 to provide timely financial assistance to students facing unforeseen circumstances that put their academic success at risk. This fund plays a crucial role in helping students overcome financial hurdles, enabling them to focus on their academic goals without unnecessary stress.

B. Accessibility Fund

The Accessibility Fund is dedicated to ensuring that events and services organised by CUSA are accessible to all students, with particular emphasis on those with disabilities.

A committee oversees the allocation of this fund, ensuring that resources are efficiently utilised to create inclusive experiences for the entire student body.

C. Student Initiative Fund

The Student Initiative Fund aims to support and promote student-driven projects that contribute to the enhancement of education and the overall Carleton community.

All students are invited to apply for funding to pursue initiatives such as conferences, competitions, charity events, and academic projects.

The Student Initiative Fund provides financial assistance to turn innovative ideas into reality, fostering a dynamic and vibrant campus environment.



Student Services and Support

3. Exam Shuttle Services

CUSA understands that during finals season some exams end late at night and as such we plan on creating a shuttle program during this period to aid students' transportation to core parts of the general Ottawa region. This initiative focuses on the potential safety risk of late-night travel as well as the inconvenience of public transport for those who may live farther away from campus.



4. Scholarships through Embassies

CUSA plans to engage with around **188 Embassies** and High Commissions to support International Students. The objective is to work on reducing the financial burden and cost that international students face when studying in Canada. The aim is by connecting with the official diplomatic representatives of students in Canada, CUSA can create a new support base for international students beginning with scholarships but continuing on to include employment opportunities.



5. The Wing Relaunch

CUSA plans to establish a focus group comprising both internal and external members to gather diverse opinions on the relaunch of The Wing. The focus group will address questions about the desired food options, vending machines, study space, and more for the new business. The ultimate goal is to develop a comprehensive business plan for the relaunch, with a soft launch targeted for Fall (September) and an official launch scheduled for winter (January).



Student Services and Support

6. The Unified Support Centre (USC)



The Unified Support Centre (USC) is a volunteer-based space of CUSA consisting of the Food Centre service cluster, providing on-campus food support and advocacy, and the Foot Patrol service cluster, offering evening-focused safety related support. The USC strives to offer direct, timely, and substantive support to the Carleton community while working towards improving service delivery through several ongoing projects.

USC Website and Integrated Hamper Processing System

The USC is currently working on the creation of a USC website, which will incorporate a new hamper preparation and processing system for the Emergency Essentials Assistance Program, enabling students to rapidly and reliably request, reschedule, and cancel their requests for support as desired. The USC will integrate the following features (along with others) into a new USC website to increase service visibility and reduce staff administrative burden:

- A front-end for site visitors with information about USC services, integrated forms for service requests, and a log-in portal for Emergency Essentials Assistance Program clients.
- An integrated calendar add-on with automatic reminders for hamper recipients.
- A back-end staff & volunteer portal, enabling USC staff to rapidly modify individual profiles and allowing the USC team to update the hamper request ordering form.
- Integrate a messaging system that improves Foot Patrol service delivery through a personalised, semi-automated messaging system to request safe walks.

Expanding the USC Office

The USC is also preparing for its relocation to Nideyinàn 132. The USC is currently awaiting renovations that are being managed by Carleton University's Facilities Management and Planning (FMP) department in partnership with CUSA and the USC. The USC expects to relocate in Winter/Spring 2024, following the completion of the electrical, plumbing, ceiling, and wall installation projects.

Expanding the USC Staff Team

CUSA recently hired a new Charity Initiatives Manager, which will lead the USC's Services Fulfilment and Development Supervisor and its part-time Volunteer Coordinator and Operations Coordinator positions. The Charitable Initiatives Manager will also lead CUSA in securing grants to remove the financial burden.

Student Services and Support

7. Your Service Centres

1. Wellness Centre

CUSA's very own dedicated peer-to-peer support and wellbeing centre is one of CUSA's well-renowned service centres that moved into a new space in the summer of 2022 essentially expanding its services and support for students. The Wellness Centre will explore the 8 Dimensions of wellness this year, with each month being dedicated to a dimension of wellness, bringing fun and informative events for all students! With the introduction of its month-long awareness campaign "In this together" it covers different areas of mental health focus! Some of the past keynote speakers have been Joey Kidney and MDMotivator! This year the Wellness Centre will continue to bring "In this together" with a bigger impact on student wellness and wellbeing!



2. Women's Centre

Making history by changing our story

The Women's Centre is a warm and welcoming space dedicated to providing support, education, and resources for individuals who identify as women, as well as anyone interested in gender-based issues.

Responding to the needs of the community, this past year The Women's Centre underwent a rebranding process. The transformation involved changing its name from "The Womxn Centre" to "The Women's Centre." This change is a testament to the Centre's unwavering dedication to engaging and uplifting the community while fostering an atmosphere of inclusivity.

The Women's Centre continues to serve a variety of roles, acting as a haven for those identifying as women, an advocacy hub and a valuable resource for Carleton students. The Centre positively impacts the Carleton community by providing essential family planning and menstrual care products. Moreover, the Women's Centre highlights the contributions of women and their role in societal change through the past and the present.



Student Services and Support

3. Racialised and International Student Experience Centre (RISE)

RISE provides a welcoming space for students from Racialized and International backgrounds to come together, unwind, and connect with their peers..

Throughout the year, RISE organises a series of events that are designed to both celebrate the richness of international diversity and delve into the nuances of multiculturalism within the Carleton community. Most significantly RISE leads CUSA's programming for Black History Month. Over the course of the month, they conduct a series of engaging events that shed light on the Black experience in North America. These initiatives involved collaborative efforts with other CUSA clubs and service centres, local businesses, and keynote speakers, contributing significantly to the awareness and appreciation of Black culture.



4. Gender & Sexuality Resource Centre (GSRC)

The Gender and Sexuality Resource Centre (GSRC) stands as an inclusive and inviting haven dedicated to providing unwavering support to all Carleton students, irrespective of their gender identities and sexual orientations.

In the current year, the GSRC is taking a leading role in spearheading CUSA's Pride initiatives, both on and off campus. Furthermore, it continues to offer engaging and enjoyable programs such as Queer Prom, while also extending its support in gender-affirming endeavours, ranging from haircuts to gender-affirming clothing drives. In a new development for this year, GSRC coordinators are set to enhance their support by making gender-affirming gear accessible at subsidised rates, furthering their commitment to affordability and inclusivity.

Additionally, the GSRC will take the helm in orchestrating the unveiling ceremony of the revamped Rainbow Crosswalk, now transformed into the Inclusive Flag. This transformation signifies a commitment to promoting inclusivity and unity within the community, reinforcing the GSRC's role as a driving force behind these vital initiatives.



Student Services and Support

5. Carleton Disability Awareness Centre (CDAC)

Carleton Disability Advocacy Centre, CDAC serves as a dedicated space catering to students who experience disability, chronic illness, neurodiversity, or accessibility challenges. It is purposefully designed to function as a platform for addressing disability-related issues, offering a range of events and advocating for matters crucial to the Carleton Community.

Among the valuable services CDAC provides are wheelchair and crutch rentals, access to an inclusive lounge area, a braille, and a screen reader. In response to the increasing demand for its services, CDAC is proud to announce an expansion of its rental services to accommodate a growing number of students in need. This year, CDAC remains steadfast in its commitment to challenging stereotypes surrounding disability and actively participating in the removal of barriers that hinder access to all facets of daily life.



6. Mawandoseg Centre

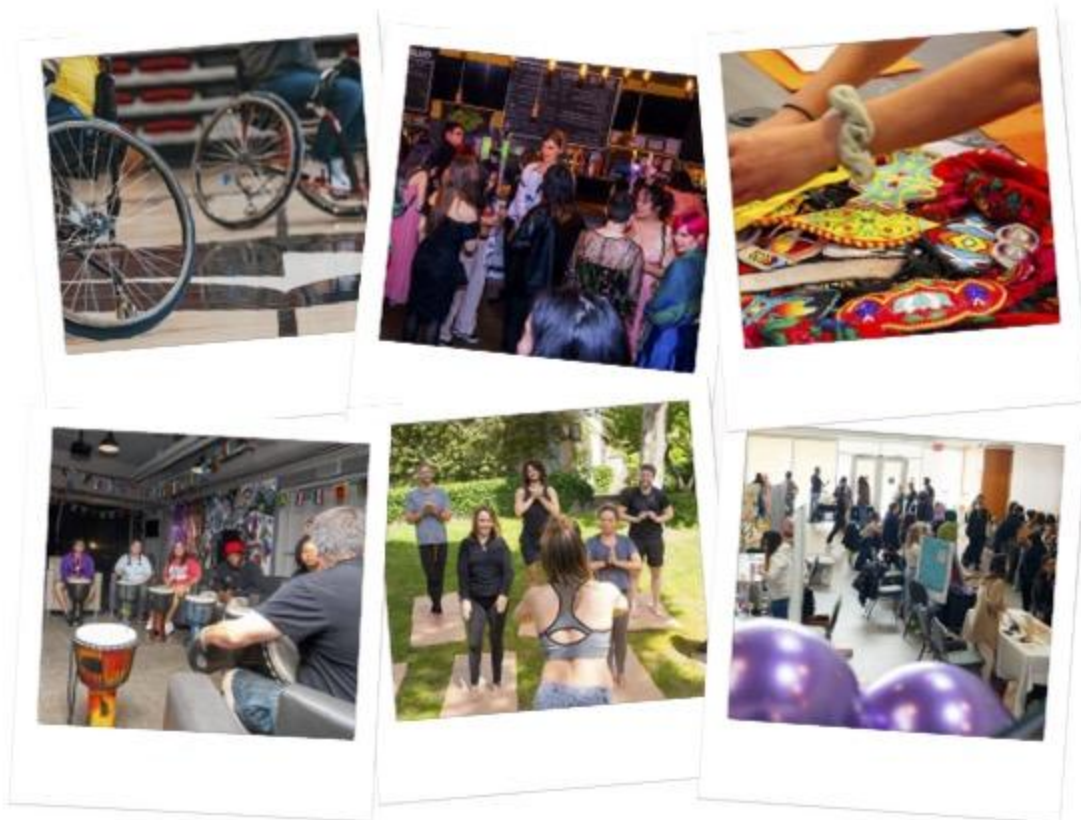
The Mawandoseg Centre is dedicated to creating a secure and inclusive space for Indigenous students at Carleton University. It focuses on addressing the unique needs of the diverse Indigenous communities both within and surrounding the university. Moreover, the Centre serves as the primary point of contact for non-Indigenous students seeking opportunities to engage with and learn more about Indigenous cultures and histories.

In 2021, the Mawandoseg Centre initiated the Minwàdjiyà-n program in honor of Indigenous Celebration Month. Minwàdjiyà-n featured a series of events that spotlighted the Indigenous community, emphasizing themes of allyship, appreciation, and fostering connections among Indigenous students with their cultural heritage through craft and art. In the upcoming year, the Mawandoseg Centre aims to extend its impact within the Carleton community by further enhancing the well-being and experiences of Indigenous students.



Student Services and Support

Additionally, the Mawandoseg Centre played a pivotal role in launching CUSA's inaugural Orange Shirt Day campaign. This campaign included significant activities like the first-ever Indigenous flag raising on the Carleton campus, an Indigenous vendors market, and a beading workshop. Furthermore, generous donations were raised within CUSA's businesses, with the proceeds directed towards supporting organizations like the Wabano Centre and Minwaashin Lodge. This reflects the Centre's commitment to promoting Indigenous culture, education, and community engagement within the Carleton University community.



Student Services and Support

8. **Student Run, Student Staffed. CUSA Businesses**

1. Haven

a. Haven Connect

Haven Connect is a coworking and event space designed to cater to the needs of Carleton students, university partners, working professionals, and community members in the Ottawa area. It's housed on the second level of Haven, which is divided into three distinct spaces; an open-concept co-working room, a private coworking space with multiple rooms for teams, and a multimedia studio for podcasting, audio and video work, post-editing, and more. Haven Connect is fully equipped with all the amenities you need to be productive, including high-speed Wi-Fi, self-serve printing services, and comfortable seating options. Plus, the space is conveniently located above our cafe, so you can grab a coffee or a snack without leaving the building.

Haven has previously functioned as a traditional brick-and-mortar student bookstore, but the pandemic caused a shift in consumer behavior which we responded to by renovating the building to unlock new functionality for the space. This evolution in the business model is a response to the change in how we work and interact post-pandemic and the desire to create community space with a multitude of uses and opportunities. Our goals are to increase brand awareness for Haven, improve sales for pre-existing aspects of the business, grow our partnerships with the university and other corporate groups, and increase revenue for the business as a whole.

HAVEN
HAVEN
Connect



Student Services and Support

b. Haven Cafe

The 2023-2024 school year will bring many notable changes and improvements to Haven Cafe! Some of the highlights will be seasonal menu changes, our patio, more event nights in the space, our Creator's Studio opening, and an increase in our involvement on campus. Haven will also be adding some new items to the menu, including hashbrowns, a small side salad, and a vegetarian sandwich. Additionally, weekly drink features from our staff will be making a return.

In terms of events, starting in August, Haven will be adding a regular Comedy Night, including an open mic for beginners. Furthermore, we will be introducing a Jazz Folk Residency with monthly performances to engage with our community in Old Ottawa South. Finally, Haven will be celebrating various holidays throughout the school year with themed events and decorations.



Student Services and Support

2. Ollie's

a. Expectations for the Future

During the pandemic, Ollie's was either closed or operated in a limited capacity. Last year was the first year of full operations since coming out of the pandemic, however it differed significantly from pre-pandemic years. Given the fluidity of operations, sales, and events at Ollie's over the last three years, this year in particular will demonstrate how Ollie's plans to operate in years to come.

b. Events and Programming

Building off the success of live events from last year, Ollie's will increase its events and programming to include Trivia Mondays, monthly karaoke, live music, and movie nights. Ollie's biggest hit, Thirsty Thursdays, will continue with planned themed nights.

c. Menu Expansion and Breakfast

Building off the success of live events from last year, Ollie's will increase its events and programming to include Trivia Mondays, monthly karaoke, live music, and movie nights. Ollie's biggest hit, Thirsty Thursdays, will continue with planned themed nights.

d. Expanding Hours of Operation

Ollie's will also be expanding its hours in order to better serve students. They will be opening as of 9:30 am to serve a limited breakfast from Monday to Friday and will be open on Saturdays from noon until 6:00 pm.

OLLIE'S



Your Campus Entertainment Hub ✨ ✨



Thirsty Thursday - Silent Disco 2022
📍 OLLIE'S

Student Services and Support

3. Rooster's

a. Rebranding and Staffing

After a successful rebranding of the Rooster's logo last year, the focus of the business has shifted towards revitalizing the space. Such efforts include re-upholstering the seating adjacent to the main entrance and exploring adding plants to the seating area to liven up the room. In addition to these aesthetic changes, the cafe is looking to increase the customer experience with more in-depth front-line staff training. With many returning staff this year, training new employees will be straightforward and allow for more in-depth instruction. This will lead to a smoother transition into the academic year from the summer and a better overall customer experience in the pivotal first few months.

b. Fair Trade and Sustainable Products

This year, Rooster's will be continuing a long-standing tradition of offering quality fair trade beverages in sustainable packaging where possible. This task has become increasingly difficult over the last few years due to the governing bodies of the fair trade world FTO and FTUSA breaking away from each other, thereby resulting in conflicting standards. Some US suppliers of fair trade products are discontinuing service to Canada and a global shortage of packaging made from compostable materials brought on by the COVID-19 pandemic is raising the price of these items. At least for the latter, the supply of products made from sustainable materials has seemed to have caught up with the demand and we have seen a decrease in their costs to Rooster's.



Carleton University's OG student-run coffee shop ❖❖

Student Services and Support

c. Events and Programming

During the winter term of 2023, Rooster's experienced an increased number of student-held events in Rooster's after-hours. Although the number of student-run events in Rooster's is nowhere close to where it was pre-pandemic, we already have a number of events booked for September and we are hopeful that the increase we experienced in the winter continues into this coming academic year.



Student Experience and Development

1. **Advocacy to Action, CUSA Campaigns**

Student-led campaigns allow students to take the lead on initiatives. These Campaigns provide a sense of empowerment and ensure that our students feel seen, heard, and welcomed within the Carleton community. They not only aim to maintain a safe space for various groups and ideas but ensure an inclusive environment for all. These campaigns have been instrumental in fostering a vibrant and inclusive campus culture. CUSA campaigns will involve individual students, clubs and a vast array of communities across campus to ensure that these are **your** campaigns.

Building on this momentum, we are excited to present the array of student-led campaigns scheduled for the 2023-2024 year.

• **beForeplayAsk, September 2023**

beForeplayAsk is a campaign with the goal to highlight the importance of informed consent in all interpersonal relationships while promoting a safer and more respectful campus environment. By shedding light on the issue of sexual assault and raising awareness about available support resources, the campaign strives to empower students in recognizing the importance of mutual respect and informed consent.

be**FOREPLAY**ask

• **Orange Shirt Day September - October 2023**

Commemorating the legacy of Indigenous communities, Orange Shirt Day serves as a reminder of the impact of ethnic cleansing and the importance of reconciliation. In collaboration with the Mawandoseg Centre, this campaign aims to raise awareness about Indigenous cultures, histories, and contemporary issues on campus.



Student Experience and Development

• Carleton Pride Festival, October 2023

In collaboration with the university, the Carleton Pride Festival celebrates 2SLGBTQIA+ pride and the diversity of the Carleton community. The Pride Festival is a vibrant and inclusive campaign that fosters an environment where all students can express themselves.



• Mosaic, November 2023

Mosaic is a multicultural event that celebrates the diverse backgrounds and talents of our student body. With cultural performances, international cuisine, and engaging workshops, Mosaic promotes a cross-cultural understanding and sense of unity within the Carleton community.



• Study Snacks, December 2023 / April 2024

The exam season will make you hungry! With study snacks, there's one less thing to worry about. The campaign aims to alleviate the stress of the exam period by providing snacks, giveaways and helpful study resources to students.



• Pop The Stigma, January 2024

Pop The Stigma is a mental health awareness campaign that aims to reduce the stigma surrounding mental health on campus. CUSA strives to foster a compassionate environment where students feel comfortable seeking help and discussing mental health openly.



Student Experience and Development

Service Centre Assisted Campaigns:

- Black History Month (February 2024, led by RISE)
- Sexual Assault Awareness Month* (January 2024, led by the University)
- Pride Festival* (October 2023, led by the University)
- In this Together (March 2024, led by Wellness Centre)
- Minwadjiya-n (March 2023, led by Mawandoseg Centre)



Student Experience and Development

2. Students' Choice, Students' Voice. **Student Governance**

A. Elections

In the last year, CUSA had great success with its October by-election, February general election, and March VP election.

Two challenges remain with a lack of candidates in elections and voter turnout, both side effects of the recent governance restructuring. Consequently, CUSA has two election-related goals for this year: to increase the number of candidates running in elections and to increase voter turnout/engagement.



1. Increasing Candidates

This year, only two candidates ran in the presidential election, a decrease from the 4 to 8 candidates who ran at various points the previous year. Similarly, there was a lack of councilor candidates in the faculties of Engineering and Design and Arts and Social Sciences compared to the number of seats available. This year, CUSA will put greater focus on publicizing available elected positions through classroom talks, posterage, social media campaigns, and more. CUSA desires to communicate the personal benefits of holding an elected position for the individual and the consequential benefits working as an elected official brings to the community at large.

2. Voter Turnout/Engagement

Voter turnout in the 2023 CUSA General Election was 13.4%, a particularly concerning number given that the Referenda and Recall Policy of the Carleton University Board of Governors requires that financial referenda receive a minimum of 15% turnout in order for the referendum to be binding.

Consequently, CUSA aims to increase voter turnout above 15% in the 2024 General Election and will develop many strategies to achieve greater voter engagement. To begin, increasing the number of candidates, who thereby engage more voters, will help increase voter turnout. Events and campaigns like CUSA Information Week will help to educate students about CUSA and thereby help to spread the importance and consequence of voting. CUSA will also run a neutral, non-partisan "get out the vote" campaign.

Student Experience and Development

B. Council and Board Operations

1. Committees Reform

CUSA Council has five standing committees composed of councillors, executives, and students-at-large. CUSA is a students' association run by students, for students, and therefore committees play a crucial role in all aspects of the organization from advocacy to policy making, to clubs. In May 2023, CUSA's committee policy underwent reform with the goals of broadening the scope of committees' mandates and trimming inefficiencies. This year, CUSA aims to have committees meet more frequently and be more engaged in CUSA's operations.

2. Council and Board Minutes

This year, CUSA will ensure that:
Minutes of Council and Board of Directors meetings are uploaded timely after a meeting to the CUSA website and are available in accessible and organised formats.

Recordings of Council and Board of Directors meetings are uploaded timely after a meeting to CUSA's YouTube.

C. CUSA Policies

1. Policy Organization

CUSA has undergone significant change in recent years with the 2022 governance reforms. With this change, many of CUSA's existing policies were amended and many more were introduced. This year, CUSA aims to reorganize its policies to both improve internal operations and to improve public access to CUSA's policies and advocacy stances.

2. Policy Reviews

Each year, many of CUSA's policies require review to ensure their effectiveness and that they are up-to-date based on a predetermined policy review schedule. These policy reviews will be conducted across a wide-range of categories by our governing bodies, CUSA Council and the CUSA Board of Directors. In addition, the remaining policies carried over from the previous incorporation of CUSA prior to the 2022 governance reforms are required to be updated and passed by the relevant governing bodies by February 2024. This endeavour is the last step in completing CUSA's governance reforms.

Student Experience and Development

3. *Beyond Colonel By Drive, Community Engagement*

- A. Capital Pride
- B. Panda Games and Spirit Week
- C. Remembrance Day

And more!



Student Experience and Development

4. *Your home away from home* **CUSA Clubs**

A. New Website

CUSA Clubs recently launched its new cusaclubs.ca website and improvements will continue throughout the year. This new website offers a new clubs' directory, more information about resources and governance for clubs, and a new event calendar!

B. Elections, Simply Voting

CUSA Clubs will introduce a new option for clubs to conduct their elections: Simply Voting. This online platform will allow clubs to conduct secure elections with ballots being sent directly to the Carleton email addresses of their members.

C. Clubs Leadership

CUSA Clubs, in collaboration with the Clubs Oversight Commission, will review its Leadership Succession Procedure and propose amendments to address shortcomings in the procedure. This initiative will aim to address engineering and design clubs whose executives require specific expertise and clubs wishing to have year representatives.

D. Clubs Storage

CUSA Clubs will enhance storage options for clubs and make accessing storage easier for club leaders by beginning the process of introducing a locker system for storage in many of the current storage rooms across Nideyinan (formerly UC).



Student Experience and Development

E. Social Media

CUSA Clubs will boost its presence and engagement on social media by introducing club and event features. These features will highlight unique clubs and events to the wider community. Having a club or club's event featured will give additional exposure and recognition to a club, in addition to helping CUSA Clubs showcase the highlights of its program.

F. Governance and Policy Support

CUSA Clubs will develop more governance and policy support for clubs by introducing a new, more comprehensive constitution template, new procedures to expedite risk management approvals for events, and more.



Student Experience and Development

5. Chonk Nation, Fear the Chonk.

CUSA's new and improved Volunteer Hype Team

Chonk Nation is our brand new volunteer program to promote events, campaigns, and other important programming to inform students about CUSA's various initiatives. The program aims to increase student engagement and participation in CUSA initiatives, improve event attendance through outreach efforts, and enhance brand awareness among the student population.

Responsibilities and deliverables will include:

- Representation: Members will represent the CUSA brand at in-person events as subject matter experts for CUSA services, advocacy campaigns, and events.
- Content Generation: Members will generate digital content, reshare relevant information, and engage the CUSA audience in the digital space to foster growth and increase engagement.
- Outreach Activities: Outreach volunteers will lead and coordinate various outreach efforts, both on campus and beyond, to engage with students and promote CUSA initiatives effectively.

Volunteer here!



Student Experience and Development

6. CUSA Information Week

In October, CUSA will hold its first Information Week since before the COVID-19 pandemic. CUSA Information Week will involve canvassing and tabling around campus, combined with a social media campaign, with the goal of raising awareness about CUSA's clubs, service centres, operations, and events. Information Week will also include a service centre town hall where students can ask questions about service centres and provide feedback on services.



7. Everyone's a winner CUSA Awards

This year, CUSA will introduce new awards to its current roster of nineteen awards across six categories. Some of these new awards will include:

- Women in leadership Award
- Carleton Changemaker Award
- An award for BIPOC, Queer, Disability leadership
- Indigenous leadership
- Raven's Choice Award
- Student Athlete of the Year x2



Student Trust

1. CUSA Rebrand

CUSA has embarked on an ambitious rebranding campaign that encompasses both digital and physical aspects to redefine its identity and enhance engagement with the student community. Beginning with the website, the digital transformation involves featuring a contemporary yet accessible website while staying loyal to CUSA colours! Additionally, with intuitive navigation, and user-friendly interface the improved website will provide seamless access to information and resources.

On social media, CUSA's new vibrant and cohesive visual identity is enforced by becoming a verified account on Instagram (primary social media channel) and fostering a stronger online presence.

Additionally, the rebranding extends to physical spaces, with eye-catching signage and displays strategically placed throughout the Nideyinan building. These physical updates not only create a visually appealing atmosphere but also communicate essential information more effectively.



Student Trust

2. Health and Dental Plan

A. Affordable plans for students

As the cost of living continues to rise, CUSA is committed to providing affordable health and dental insurance to students. For the 2023-2024 year, the fee for the health and dental plan will be lowered from \$227.92 to \$183.11 while ensuring that students continue to receive the coverage that they need.

B. Empower Me

The mental health of students is a constant concern for CUSA. The Association will continue to offer Empower Me through the health and dental plan. This service provides Carleton with 24/7 mental health support that is accessible for whenever students need it.



Student Trust

3. Financial Independence

A. Grants

CUSA will make exploring alternative forms of institutional funding a priority in 2023-24. This includes a renewed executive focus on researching grant opportunities and submitting grant proposals which showcase CUSA's innovation, opportunities, and intersectionality.

- Grants enable CUSA to expand and enhance the services they offer to their members. This may include funding for student clubs, academic support programs, mental health services, career development workshops, recreational activities, and etc

B. Sponsorship and Partnerships

CUSA is taking steps towards financial independence by actively seeking innovative partnerships and sponsorships. Through these strategic collaborations, CUSA aims to unlock new opportunities, enhance its services, and secure a sustainable future. The organisation strives to elevate their mission and empower the Carleton community

- By securing partnerships and sponsorships, CUSA can diversify its funding sources beyond traditional channels like levy fees or relying on business profits. This financial support provides stability and allows the organisation to plan and execute long-term initiatives effectively. Additionally, establishing partnerships and sponsorships creates valuable networking opportunities.
- With increased financial independence, CUSA can focus on maximising its community impact. They can allocate more resources to support community projects, advocate for important causes, and provide valuable services to their constituents.

Student Trust

4. Transparency with Students

CUSA recognizes the paramount importance of transparency and accountability to the student population it serves. As an organisation dedicated to enhancing student life and advocating for their interests, CUSA is presenting a comprehensive set of items to maintain an open and trustworthy relationship with students.

- This very **Executive Road Map** outlines the strategic direction and goals, providing students with a clear vision of CUSA's objectives for the year!
- The **State of CUSA** will be an event that offers a candid assessment of the organisation's progress, achievements, and challenges throughout the academic year.
- The **Midterm Report** and **Year End Report** will furnish detailed evaluations of ongoing initiatives and outcomes, ensuring transparency in decision-making processes.
- The **Budget Report** outlines financial allocations and expenditures, fostering accountability in fiscal matters.
- The **Organisational Chart** illustrates the hierarchical structure, promoting transparency in the allocation of responsibilities.
- CUSA's **Annual Survey** actively seeks student input, thereby enabling a responsive approach to meet their evolving needs.
- Lastly, the **Gift Registry** serves to disclose all contributions and donations, affirming CUSA's commitment to integrity and avoiding conflicts of interest.

APPENDIX B:

Report from All Staff

CUSA Senior Staff Board/Council Report

Date: November 2023

Name of Department: Communications & Strategy

Summary of recently concluded files:

1. Athletics sponsorship fulfillment plan (contract term Sept 2023 - Aug 2024)
2. Establishing IT plan including securing independent contractor, request forms and other related processes
3. USC referendum communications support

List of activities in progress and upcoming events:

1. Working with FMP on renovation of former INS space to prepare for USC to move in - *In progress, anticipated completion January 2024*
2. Developing a website for USC - *In progress, anticipated completion January 2024*
3. Leading the custom CUSA app and web ordering payment platform project (sponsorship with Get It Custom) which includes Ollie's food and beverage ordering, event ticket payment management, and rewards program - *In progress. Ollie's payment platform went live early Sept, and the ticketing and app are anticipated to go live January 2024*
4. Leading the digital menu boards project for Ollie's and Rooster's - *In progress*
5. Working in conjunction with Charitable Initiatives Manager on association wide sponsorship portfolio including staffing, opportunities, valuation calculators, policy creation etc - *In progress*
6. General project management of Haven Connect coworking space - *In progress, anticipated completion date November 2023*
 1. Interior branding for coworking space
 2. Website development and marketing plans
7. Redesign and upgrade furniture in select CUSA office and shared spaces (ie boardrooms, main office space, front office) - *In progress*

Influence & type of Influence on CUSA, if any, of the files, activities, or events within your department (Legal, Reputational, Financial, Cultural, etc):

1. Financial
 1. Haven Connect
 1. Website development - \$6,000
 2. Renovation and outfitting costs - \$15,000
 2. USC renovation costs - \$40,000
 1. Costs will be split between past Future Funder campaign account, AFCOM (pending proposal acceptance), cost-sharing with FMP (their covering 50%) and CUSA general ops budget
2. Reputational
 1. The successful USC referendum, the upcoming opening of their larger and more prominent space in NN and their new website will bolster CUSA's reputation in a positive way. The increased brand awareness and support from the Charitable Initiatives Manager will pave the way for the USC to attain more grant funding and other financial support outside of the student levy.

Recommendations to the Board of Directors or Council (depending on who is to receive this report):

N/A

Name of Department: Human Resources

Summary of recently concluded files:

- Recruiting/Hiring & Onboarding
 - Finance Manager
 - 6 general staff for the businesses
- Employer initiatives applications (City of Ottawa)
 - The City approved 3 of the 4 submitted applications, and we received a direct deposit of \$11,881.8 last week.

- Employee Satisfaction & Wellbeing
 - Holiday party in early December

- Engaging all the Managers, Executives, and Directors in the planning for the new GM/ED hiring process through a survey.
- 1281 and 3011
 - Completed multiple LOUs with the unions to meet current needs/changes.
 - Informed the union about the bookstore closure.
 - Keeping the unions informed about any new additions/departed members.
- Confidential files
 - ED Departure related
 - Director of Student Services
- Administrative
 - Negotiated Peninsula's contract and saved \$7000/year. We were able to secure the same service without downsizing it with 60% less fees for 3 years.
 - Health and Dental plan
 - ADP
 - Employee's records/contracts
 - OH&S Manual

List of activities in progress and upcoming events:

- Employment incentives application for the Finance Manager position
- Strategic planning
- Maintaining a healthy environment
- Health and Safety inspections and implementation of the manual
- Implementing a new process for Desjardins Group enrollment and updating all the old records.
- Birthday package for the staff starting January 2024
- A small celebration for Christine and Sam Prentice
- Performance Review Plan for the finance, communication, events, and clubs departments

Influence & type of Influence on CUSA, if any, of the files, activities, or events within your department (Legal, Reputational, Financial, Cultural, etc):

Recommendations to the Board of Directors or Council (depending on who is to receive this report):

I recommend moving forward with the hiring process for Dustin's and Adil's positions ASAP. The stress has been unmanageable lately and the team can use another set of hands more than ever.

Name of Department: Development & Governance, Finance, Building Operations?

Summary of recently concluded files:

- Development & Governance
 - Supported Byelection, completed SWOT analysis of election with CRO and other staff involved in elections.
 - Supported select Orange shirt Day and PRiDE programming
- Finance
 - Sorted out investments and various restricted funds, so we have a more accurate picture of the organizations cash flow
 - Backpay for CUPE 1281 staff processed and explained in full. Huge credit to Finance Team.
 - Received a cash transfer from the University. Restored most recently liquidated investments in keeping with Board motion from previous meeting
- Building Operations
 - Stage & Tech / Events Crew fully trained

List of activities in progress and upcoming events:

- Development & Governance
 - Supporting student leaders in events and campaigns, such as MOSAIC, State of Student Unions, Frost Week, and Student Issues Conference
 - Student Groups Administrator has been supporting VPI in navigating various issues with current and former clubs which involve requests from non-CUSA entities
- Finance

- Shutting down many previous manual/physical processes and increasingly turning to online and digital mechanisms. Should reduce workload in the office and free up staff time.
- Working with our tenants to implement new rent agreements to match increase imposed on us by University
- Nearing completion of audit, and preparing elements of annual report to university for fee release (assurance of Accessibility Fund use and other restricted account items)
- Preparing to onboard new Finance Manager
- Creating a Finance calendar. Some staff in the office have calendars they use to arrange their tasks. I am creating a calendar that aligns them all and includes senior level responsibilities
- Performance Reviews of finance department full-time staff being completed in advance of new manager starting
- Working out amount payable to each ancillary fee group
- Building Operations
 - Supporting Haven upstairs finalization

Influence & type of Influence on CUSA, if any, of the files, activities, or events within your department (Legal, Reputational, Financial, Cultural, etc):

Development & Governance

- Student Groups Administrator is working with VPI to manage various club matters which, because of the club(s) affiliation with CUSA or prior affiliation, have the potential to harm CUSA's reputation. So far, I would say we are represented well by the VPI and SGA, with no concerns worthy of Board attention at this time.

Finance

- The passage of the USC referendum will allow CUSA to close the deficit of a major department within CUSA going forward. That is good news. CUSA has been allowing the USC to run major deficits for a couple years to meet student need.
- Finance operations and files are all of a serious nature to the corporation and bring with them inherent financial risks, followed by legal and reputational risks if financial risks are not properly managed.
- Delay in processing payments to some ancillary fee groups could pose a legal risk, but so far any group that has approached CUSA looking for their fee transfer has been understanding of the delay.

Building Operations

- None

Recommendations to the Board of Directors or Council (depending on who is to receive this report):

Development & Governance

- None

Finance

- Retain Lisa Yu.
- Encourage future Executives/Full-time Staff to open and complete negotiations with CUPE 1281 and CUPE 3011 much earlier, so as to avoid the back-pay calculations and processing, which have cost the Finance Department a considerable amount of time beyond standard operating.
- Implement a “contractually obligated only” pay raise expectation until CUSA is sure it is through cash flow matters (at least one year). Any staff who request and/or are deserving of a pay raise can be offered other items in lieu, i.e. time off.

Building Operations

- None

APPENDIX C:

Report from the President

Summary of recent activities and accomplishments

President

1. Stakeholder engagement
2. Supporting the USC Referendum
3. Executive Roadmap has been published
4. Legal Aid clinic
5. Health and Dental Plan Annual Report, \$227.92 to \$183.11
6. The Wing
7. Haven books operations
8. CUSA Awards
9. Flowing Rights, menstrual and reproductive rights and justice
10. Met with the Minister for Housing and Infrastructure Sean Fraser
11. Student Jobs update
12. Supporting students affected by Greek life
13. UCRU
14. Transit advocacy
15. Future Funder for USC and Gender Affirming Gear
16. CASA Conference

AVPs:

- i. **ER:** USC Referendum, Exec committee support and Board assist
- ii. **U&A:** Advocacy concern form, 111 Bus route advocacy
- iii. **GA:** Meeting Minister Fraser, Councilor Menard, Transit advocacy

VP Finance

1. Finalized Budget report for website
2. Completed hiring process for new finance manager

AVP SF: The Wing, applied for more grants, SIF dispersals, Applying for 3 more grants for December

VP Internal:

1. Co-led Unified Support Centre referendum effort.
2. Coordinated get-out-the-vote campaign in by-election.
3. Coordinated CUSA Information Week.
4. Launch of five new CUSA awards.

5. Hiring panel for Finance Manager position.
6. Onboarded new councilors.
7. Clubs training

AVP SG:

1. Finalization of procurement process to purchase lockers for club storage.
2. Launch of Simply Voting election platform for clubs.
3. Launch of club event calendar on website and @cusaclubs Instagram.
4. Updated clubs directory on website.
5. Filming reels for club promotions on Instagram.
6. Facilitating application/interview process for clubs per the Leadership Succession procedure.

VP Student Issues

1. Gender Based Violence Advisory Group
2. Mosaic Campaign, International student breakfast and Culture shock event
3. CASA Conference

AVP Campaigns: Mosaic planning and assist

VP Community Engagement

1. 90 embassies, high commissions and consuls.
2. Met with Ecuador, Montenegro, Sweden
3. Exam Bus shuttles

AVP EA: Support with campaigns, The Wing reopening,

VP Student Life

1. Finalized CUSA Frost Week Plans and meeting with all stakeholders next week.
2. Finalized and revamped CUSA Thrift Drive, happening on December 5th.
3. Working with E&PC to finalize Winter Events and Programming 2024
4. 90% of Chonk Nation members have stayed from Fall Term - So volunteering retention heavily improved.
5. Met with U ottawa to offset costs for Fall Orientation programming and coordinating sponsorships

AVP SE: Social Media engagement, Volunteer engagement and event support

List of current Activities in progress and upcoming activities

President

1. State of the Union

2. LTSP
3. Exec Composition
4. The Wing

VP Finance

1. The wing re-launch and implementation plan
2. Haven profit/loss analysis
3. Haven connect launch
4. Midterm budget analysis

VP Internal

1. Secure re-launch and sustainable operations of CUSA's three funds: Student Initiative Fund, Academic Resilience Fund, and Accessibility Fund.
2. Lead Executive Composition Committee efforts and an upcoming by-law amendment.
3. Referendum planning and approval for general election.
4. Operationalize the CUSA Transparency and Ethical Standards Policy.
5. CUSA Clubs bylaw review and the drafting of new club procedures with the Clubs Oversight Commission.
6. Explore a more efficient club funding process to streamline the time between funding approval and the issuance of cheques.

VP Student Issues

1. Study Snacks
2. CUSA Awards
3. Transit Policy

VP Student Life

1. Frost Week
2. Thrift Drive

VP Community Engagement

1. Social media mini-"campaign" to increase online engagement during the holidays
2. Collating resources to provide for National Addictions Awareness week
3. Social media mini-"campaign" to increase online engagement during holidays

APPENDIX D:

Proposed Chair Terms of References (D-02)

Chair Terms of Reference

D-02

LONG TITLE	Chair of the CUSA Board Terms of Reference	DATE OF ENACTMENT	27 March 2022
		LAST AMENDED	25 November 2023 27 March 2022
REFERENCE No.	D-02	NEXT REVIEW	1 November 2026 1 May 2024
CATEGORY	Board	COMPETENT CHAMBER	CUSA Board
REVIEW COMMITTEE	CUSA Board or Designated Subcommittee	DELEGATES	Chair of the Board CUSA Board

1) **Objective**

- a) These Chair of the CUSA Board Terms of Reference outline the mandate and primary responsibilities of the Chair of the CUSA Board

2) **Mandate**

- a) Represent the interests of the Carleton University Students' Association (CUSA) and the undergraduate student body of Carleton University;
- b) Provide opportunities for the CUSA Board and larger Carleton University community to provide strategic direction for the organization; and
- c) Ensure proper procedure and procedural fairness are adhered to in the running of Board meetings and in the execution of other duties.

3) **Primary Responsibilities**

- a) Act as Chairperson of the CUSA Board and Human Resources Subcommittee of the Board.
- b) Act as the spokesperson of the CUSA Board for both internal and external-facing communications.
- c) Work with the ~~Agenda Governance~~ Subcommittee of the Board to inform all Board members of agenda items and relevant documents to be reviewed in advance
- d) Ensure all appropriate Board members and advisors are informed of meetings in a manner in compliance with CUSA ByLaws.

- e) Provide guidance to the ~~Executive Assistant~~ Associate Vice President, Executive Relations as the Record Keeper of note for both CUSA Board Meetings and the Human Resources Subcommittee of the Board.
- f) Provide leadership and strategic direction to CUSA Board operations and procedure while allowing the Board to determine the strategic direction of CUSA while also maintaining fair process during debate ~~when issues are hotly debated~~.
- g) Collaborated with the Vice Chair, Speaker of Council, President/CEO, and Vice President Finance / Secretary-Treasurer on matters related to non-profit governance.
- h) Attend CUSA Council meetings where issues pertaining to non-profit management or other board responsibilities are being discussed.
- i) Attend regular bi-lateral meetings with the President/CEO to ensure open lines of communication with the CUSA Board.
- j) When appropriate, attend regular meetings with members of CUSA's senior management team in which Board responsibilities may be engaged.
- k) Collaborate with the Vice Chair and members of CUSA's senior management team to ensure that Board members receive sufficient learning and development opportunities throughout their tenure.
- l) Fulfill any roles as outlined in policy, such as the Conflict of Interest Policy, Executive Accountability & Discipline Policy, or any other that may be drafted.

APPENDIX E:

Proposed Reserve Fund Policy (F-01)

Reserve Fund Policy

F-01

LONG TITLE	Reserve Fund Policy for Emergency Corporate Management	DATE OF ENACTMENT	31 March 2022
		LAST AMENDED	25 November 2023
REFERENCE No.	F-01	NEXT REVIEW	01 November 2026 01 May 2024
CATEGORY	Finance	COMPETENT CHAMBER	CUSA Board

1) Purpose

- a) CUSA shall maintain a reserve fund to hold and invest surplus funds.
- b) The reserve fund shall serve the following purposes:
 - i) To smooth the impacts of changes to student fee revenues during times of change or short term uncertainty.
 - ii) To absorb the cost or emergency expenditures that were not included in the budget.
 - iii) To finance certain capital projects and other major financial obligations.
 - iv) To allow unused funds to generate additional revenue for the corporation via investment returns.
 - v) To allow organizational survival into the medium-term in the event that the Corporation suffers a serious impairment to one of its revenue sources.
 - vi) To cover unpaid obligations in the event of organizational dissolution.

2) Sources and Uses of Funds

- a) Subject to cash flow requirements, CUSA shall move surplus funds into the reserve fund.
- b) All withdrawals from the reserve fund must be authorized by a resolution of the CUSA Board.

3) Reserve Targets

- a) The Reserve Fund shall have a target of \$6,000,000 in 202~~42~~ Canadian funds.
- b) In the event that the reserve fund is short of target, a reserve fund contribution of at least 10% of the shortfall shall be included in the annual budget.

- c) The Vice President Finance / Secretary-Treasurer shall periodically issue recommendations to the CUSA Board regarding the target for the reserve fund.

APPENDIX F:

Proposed Finance Policy (F-00)

Finance Policy

F-00

LONG TITLE	Finance Policy to Guide Other Financial Policies	DATE OF ENACTMENT	31 March 2022
		LAST AMENDED	25 November 2023
REFERENCE No.	F-00	NEXT REVIEW	01 May 2024 01 November 2026
CATEGORY	Finance	COMPETENT CHAMBER	CUSA Board

1) **Objective**

- a) To outline the fundamentals of financial operations of CUSA.

2) **Definitions**

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

- a) **Executive Officer** shall mean the President and Vice Presidents, student leaders who are at the head of the organization.
- b) **Approving Authority** is the body (either Council or the CUSA Board) who has oversight over a particular budget.
- c) **Fiscal Year** shall be the Fiscal Year of CUSA, which starts on May 1st and ends April 30th.
- d) **CUSA** shall mean the Carleton University Students' Association of Carleton University
- e) **Constituents** shall mean the undergraduate students of Carleton University
- f) **Signing Officer** shall mean individuals able to authorize financial transactions and bind the organization.
- g) **Council** shall refer to the assembled membership of CUSA.

3) **Student Fees**

- a) To pay for its operations and services, CUSA shall levy student fees from its constituents.
- b) CUSA Council & the CUSA Board shall have joint jurisdiction over the levying of student fees on constituents of CUSA.
 - i) CUSA Council may choose to defer the right to make decisions on specific fees to voters via referendum

- ii) CUSA Council may accept advice from the CUSA Board or any Subcommittee of the Board on policy surrounding student fees or fees themselves.
- iii) The CUSA Board may accept advice from CUSA Council or any Committee of Council on policy surrounding student fees or fees themselves.
- c) In the event that a constituent does not pay an optional fee funding a specific CUSA service, CUSA may restrict that constituent's access to the specific services funded by that fee.

4) **Budgets & Expenditures**

- a) CUSA's expenditures shall be guided by a budget produced and approved as part of the annual budgeting process.
- b) There shall be two components to the budget
 - i) The Corporate Budgets shall be overseen by the Executive Director and their designates
 - ii) The Executive Budgets shall be overseen by the Executive Director and their designates as well as the Executive Officers of the Corporation
- c) Budgets for a fiscal year shall be approved after the preceding fiscal year by the relevant approving authority:
 - i) The Approving Authority for the Executive Budgets **and the Corporate Budgets** shall be **the CUSA Council and the Board of Directors.**
 - ~~ii) The Approving Authority for the Corporate Budgets shall be the Board of Directors.~~
- d) The Executive Director shall be accountable for the performance of the corporate budgets.
- e) Each Executive Officer shall have their own budget and shall be independently accountable to CUSA Council **and the Board of Directors** for the performance of their budgets. The resources allocated to each executive officer shall only be alterable by resolution of Council **and the Board of Directors.**
- f) Intentional spending outside the budgeted amount for each line shall be disclosed to the relevant Approving Authority at the earliest possible meeting of the relevant entity.
- g) The CUSA Board shall establish a Purchasing Policy or Procurement Policy governing procurement, purchasing, contracts, sponsorships and other transactions.

5) **Financial Transparency**

- a) CUSA shall post its audited financial statements in a publicly accessible format once approved by the CUSA Board.
- b) On a quarterly basis, the Vice President Finance / Secretary-Treasurer or their designate shall present an executive summary of the actual expenditures under each budget to the relevant Approving Authority.
- c) CUSA shall post its annual executive and corporate budgets in a publicly accessible format.
- d) The Vice President Finance / Secretary-Treasurer shall be responsible for continuously promoting the financial transparency of the organization.

6) Officers

- a) The Vice President Finance / Secretary-Treasurer is the Chief Financial Officer of CUSA and is principally responsible for overseeing the organization's finances.
- b) The Executive Director shall also be independently accountable to the CUSA Board to ensure the integrity of the corporation's financial statements and the financial stability of the corporation.
- c) The CUSA Board shall determine the signing authorities for CUSA, while considering the following four roles hold the most responsibility for the budget:
 - i) Vice President Finance / Secretary-Treasurer
 - ii) Executive Director
 - iii) **Finance Manager** ~~Director of Finance~~, or equivalent position as designated by the Executive Director
 - iv) President/CEO
- d) The CUSA Board should consider the importance of having at least one full-time staff person and one Executive Officer as a signing authority, when possible.

APPENDIX G:

Proposed Policy Management Policy (G-01)

Policy Management Policy G-01

LONG TITLE Policy on the Creation, Maintenance, and Storage of CUSA Policies	DATE OF ENACTMENT XX November 2023
	LAST AMENDED
REFERENCE No. G-01	NEXT REVIEW 1 November 2027
CATEGORY Governance	COMPETENT CHAMBER Bicameral

MANDATE

The purpose of this policy is to serve as a guiding document for, and during, CUSA’s corporate policy cycle. It outlines the fundamental elements and accountabilities that are critical to the successful policy development, approval, implementation, and review within CUSA.

Policies are developed and approved to govern operational activities and best practices. They serve to make expectations and accountabilities clear to employees, Directors, Councillors, contractors, advisors, students-at-large, and all persons who have a relationship with the Association. This policy should be considered as a guiding document for all public and private policies, procedures, and guidelines at CUSA.

INTERPRETATION

- 1 This Policy may be called the *Policy Management Policy*.
- 2 In this Policy, the following definitions shall apply, and any other unclear terms shall have the same meaning as in *The Merriam-Webster Dictionary*:
“competent chamber(s)” refers to the governing body or bodies – CUSA Council and/or the CUSA Board of Directors – responsible for a given policy’s creation, architecture, and maintenance. They are accountable to set the policy's direction, ensure alignment with the Association's goals and values, and make decisions about a policy's scope. A policy’s competent chamber(s) retain(s) final approval over its language, guidelines, procedures, and any other information.

“guideline” refers to a collection of specific suggestions based on best practice to meet policy or procedure requirements.

“policy” refers to the various governance rules of the Association, specifying control, direction or information. It outlines principles, requirements, rules, and motivations.

“policy author” refers to a position, office, or department involved in crafting a proposed policy or policies or any given amendment(s). A policy author may be, but is *not* synonymous with, a competent chamber(s). Policy authors may also be, for example, a Councillor, a Director, an Executive, or a member of senior management.

“policy lead” refers to the position, office, or department responsible for the day-to-day management and implementation of a specific policy within the Association, such as an Executive or a member of senior management. They oversee the practical aspects of a policy's application.

“procedure” refers to an action-oriented document that outlines clear, step-by-step descriptions of a policy lead's duties in policy administration. Procedures often include details of activities, responsibilities, and frequency of reviews. A procedure may also include guidelines.

PURPOSE

3 This policy aims to establish a uniform framework for the Association's policy governance based on the following principles:

- (a) Policies follow the Association's defined framework, as outlined in this document.
- (b) Policies must align with the Association's governing documents, namely the Articles of Amendment and the CUSA Bylaws.
- (c) Policies must align with the Association's mission, vision, and objectives.
- (d) Policies should align with the Association's existing Long-Term Strategic Plan or, where appropriate, internal policies.
- (e) Policies must, at a minimum, satisfy existing municipal, provincial, and federal legislative and regulatory requirements.
- (f) Policies must be reviewed by the respective competent chamber, at minimum, every four (4) years unless applicable legislation or regulations require more frequent review.
- (g) There shall be an official repository of current CUSA policies. This standardized folder shall be considered the 'source of truth' for all policies and should be updated frequently to reflect all changes to new or existing policies, procedures, and guidelines.
- (h) All previous versions of policies shall be archived and retained by the Executive Director and the Director of Student Development.

- (i) Any documents provided in a paper format or in a draft version are not controlled and should always be checked against copies found in a common, standardized folder of CUSA Policies.
- (j) The standardized CUSA Policies folder shall be managed by, at minimum:
 - (i) The Vice President Internal
 - (ii) The Director of Student Development
 - (iii) The Communications Coordinator
- (k) The standardized CUSA Policies folder shall be owned by the Director of Student Development.
- (l) All CUSA policies shall be available to the public in accordance with section 6(c) of the *CUSA Transparency and Ethical Standards Policy*, except for any employment-related policies.
- (m) All CUSA employment-related policies shall be made available to all members of CUSA staff, as defined in the *Hiring Policy and Procedure*, and the CUSA Board of Directors.
- (n) Internal and external corporate policies must be approved by the designated competent chamber(s). Departmental procedures may be created according to and within the scope of the *Departmental Procedure Approval Policy*.

RESPONSIBILITIES AND ACCOUNTABILITIES

4 Responsibilities and accountabilities for the Association's policy maintenance should be followed in accordance with the matrix attached as Schedule I of this Policy.

APPROVAL AUTHORITY

5 All Association policies must be approved, at an appropriate level, by the designated competent chamber with due consideration of the policy's pertinence.

6 Any and all policy approval must be documented and recorded by the appropriate competent chamber.

7 In accordance with section 9.4 of the *CUSA Bylaws*, the CUSA Board of Directors shall have jurisdiction to generate, modify, repeal, and manage Policies and Procedures for the supervision of the management of the Corporation.

7.1 In accordance with section 9.5 of the *CUSA Bylaws*, CUSA Council shall have jurisdiction to generate, modify, repeal, and manage Policies and Procedures for advocacy and student interest positions and policies.

7.2 The CUSA Board of Directors shall have jurisdiction to generate, modify, repeal, and manage any Policy or Procedure that is not expressly delegated to Council within the *CUSA Bylaws*.

8 Designation of a competent chamber for relevant policies and procedures must be included in the policy at the time of approval.

9 Internal, department-specific procedures must seek approval as described within the *Departmental Procedure Approval Policy*.

POLICY AND PROCEDURE DEVELOPMENT GUIDELINES

Inclusion, Diversity, Equity, and Accessibility Considerations

10 The Association shall strive to instill an IDEA (Inclusion, Diversity, Equity, and Accessibility) lens to the development of all policies, thus helping guide the decision-making process with said values.

11 During each review period, the Association's competent chambers should review the used language, viewpoints and materials to ensure IDEA values are addressed.

12 The designated competent chamber(s) should account for, at minimum, the following IDEA considerations:

- (a) Using gender neutral language.
- (b) Ensuring appropriateness of cultural references, if used.
- (c) Reviewing the impact of differences in culture, orientation and abilities on policy and implementation.
- (d) Guidelines for accessible document creation are followed, with the goal of reaching the highest possible standard for web accessibility.

Writing Style

13 The Association shall ensure that all policies are written in an easily comprehensible language with minimal legal or technical jargon.

14 The designated competent chamber(s) should account for, at minimum, the following writing style considerations:

- (a) Content should be written in English. Exceptions may be made based on IDEA considerations (for instance, when referencing Indigenous place names).
- (b) Content should be written in a clear and concise manner.
- (c) Content should be written in an active voice when using the present tense.
- (d) Content should be up-to-date on all details included, if easily outdated information must be included.
- (e) Full titles or terms should be used instead of using the acronym, employing acronyms as the last resort or to avoid repetition.
- (f) Documents should be consistent in presentation format. It is suggested that Nunito font size 11 be used.

Planning

15 To ensure the success of a policy, the Association shall enable an internal planning process which encompasses the following phases:

- (a) Confirmation of appropriate details, requirements, and jurisdiction necessary for policy creation or revision.
- (b) Review of existing policies and/or followed practices.
- (c) Identification of inconsistency and gaps between policies and practices, as well as alignment with applicable legislation.
- (d) Clarification of any discrepancies, vagueness or oddness noted between policy and practice.
- (e) Where the CUSA Board of Directors is a competent chamber, consultation with the Executive Director or designated department manager to ensure alignment and subject matter expertise is taken into consideration.

Drafting Process

16 Policymaking is a collaborative activity. The Association shall abide by the following standards when developing new policies:

- (a) Use the Association's standard policy template.
- (b) Share with appropriate internal stakeholders and affected departments to collect feedback. Authors are encouraged to provide specific deadlines for feedback.
- (c) Adjust the policy draft to incorporate any feedback received from the policy lead(s); competent chamber(s); their respective committees, commissions, and subcommittees; and others as deemed necessary.
- (d) Include all relevant sections, such as the policy's purpose, scope, responsibilities, and related procedures, in the feedback and final draft.

Execution

17 Policies of the Association may have, but do not necessarily require, instruments that help facilitate its execution such as:

- (a) Guiding values that can help provide a framework for the policy's execution.
- (b) Procedures that can help further execute the vision of the policy into day-to-day business.
- (c) Detailing any immediate consequences of policy non-compliance on the responsible policy lead or affected entity.

ISSUES

18 It is important that all employees, CUSA Council, and the CUSA Board of Directors use this policy to better understand the set expectations and standards for all policies.

18.1 Failure to abide would result in inconsistency and incoherence with the organization's policies. This may result in, among other issues, insufficient functioning and operations.

Schedule I — Policy Responsibility and Accountability Matrix G-01-I

AUTHORITY	CUSA Board of Directors	AUTHORIZED	XX XXXXX 2023
		LAST AMENDED	

	Responsibilities	Accountabilities
CUSA Staff	Access relevant policies through CUSA's standardized CUSA Policies folder.	Review applicable policies and abide by relevant policies and procedures.
	Identify and advise on areas of revision or improvement on policies to relevant staff.	Report on policy-relevant incidents to relevant staff, their supervisor, or in accordance with guidelines addressed in the <i>Whistleblower Policy</i> .
Competent Chamber(s) (CUSA Council and/or the CUSA Board of Directors)	Oversee the creation and maintenance of appropriate mechanisms for good governance, leadership and administrative structures.	Review governance, leadership and administrative structures periodically and provide guidance on structural functioning and improvements.
	Review and contribute, per need, to the content, implementation and evaluation of the policy and the policy process.	Consult with appropriate staff and/or legal counsel for matters related to legislation and regulation review and revision.
	Brief any relevant policy additions, revisions, and retirement to affected persons, such as a department or the Executive team.	Hold all employees accountable to applicable policies.
	If possible, network with other organizations for policy inquiries.	Ensure that appropriate CUSA policies and related documents are at-par with other organizations.
Policy Lead	Monitor organizational practices and relevant policies applicable to relevant staff and address	Draft and implement plans for organizational communication, training, education and

	inconsistency between policy and staff action appropriately.	implementation.
	Identify and provide proposed updates to policies nearing their review date to the appropriate competent chamber(s).	Identify and confirm the Policy Author, as defined within this Policy.
	Determine, in consultation with the competent chamber(s), any policy redundancies.	Initiate any necessary processes to authorize the removal of redundant policies.
	Submit new/revised policy and related documents for approval to the relevant competent chamber(s).	Communicate updates, additions and withdrawal of policies to affected staff.
Policy Author	Review any relevant legislation; research; guidelines; internal and stakeholder feedback; past practices; and other applicable documents to support the creation, revision, or retirement of a policy.	Consult with the Executive Director, designated members of senior staff, and the Vice President Internal for policies that may involve any of these considerations.
Department of Communications	Maintain an accessible inventory of current policies on the website.	Refer staff to relevant policies and related documents within the inventory, when inquired.
	Crafting communications materials to inform employees of any upcoming policy changes.	When asked, provide advice on policy language, terminology, and other IDEA considerations.

APPENDIX H:

Proposed Organizational Restructuring Plan



Organizational Restructuring Proposal

*Carleton University
Students' Association*

—

November 2023

Executive Summary

CUSA has undergone tremendous growth and structural change in the past two years. These changes ranged from the governance reforms to the senior management team establishment; ultimately, we solved a multitude of issues that have enabled us to move the organization forward in a real and meaningful way.

Now that we have officially entered the post-COVID era, we've had the opportunity to see both the impacts of those changes and how student behaviour and priorities have changed since 2020, revealing gaps and providing us insights into how we must evolve to meet student and staff needs. Through strategic planning, the senior management team identified five areas of focus for the next year:

1. Building and improving foundational tools, processes, and support resources
2. Improving internal communication and staff culture
3. Increase revenue generation and cost-savings
4. Improving the Executive, Board and Council experience
5. Amplifying brand presence and student engagement

The plan outlined below is an organizational restructuring involving an organizational assessment to identify areas of competence, improvement, and potential risks and apply the findings to inform strategic solutions. The proposed change to the organization's structure is radical; incremental changes in the past year have moved us forward at a slower pace due to some of the inefficiencies in various areas and external forces that have stagnated change.

To create proper synergy between departments, the staff at all levels of the organization must be incorporated into this plan, which includes the Executive and Associate Vice Presidents. Over the years, the professional staff team has been closely examined and adjusted to better support student leadership initiatives and improve service delivery. Still, one thing has remained static - the Executive. The student Executive titles and duties have only been minorly adjusted in the past decade (barring the governance reform changes), leading the team to be out of step with the support staff and each other. An adjustment to the Executive and AVP composition are both considered in the plan in order to eliminate redundancies.

The creation of this plan is instigated and informed by takeaways from the AMICCUS-C and COCA conferences, staffing structures of our peers, Exec and Senior management strategic planning, staff consultation, and student feedback.

To make our strategic goals a reality, we must make great leaps, just as we have in the past, to create an organizational structure that truly addresses the needs of all departments and acknowledges the impact that will make on the staff and student experience as a whole.

Issues, Benefits, and Challenges

An organizational assessment's focus areas are grouped into five principal categories: people, process, structure, technology, and culture, within which various elements are evaluated. Research has shown that organizational performance is optimized when these five factors are aligned appropriately to support the organization's goals and priorities.

Issues Identified

- Understaffed and resources stretched thin
- Internal resistance to change from staff
- Lack of business strategy

Potential Benefits

- Improved organizational culture
- Improved workflows and business processes
- Improved customer service experience

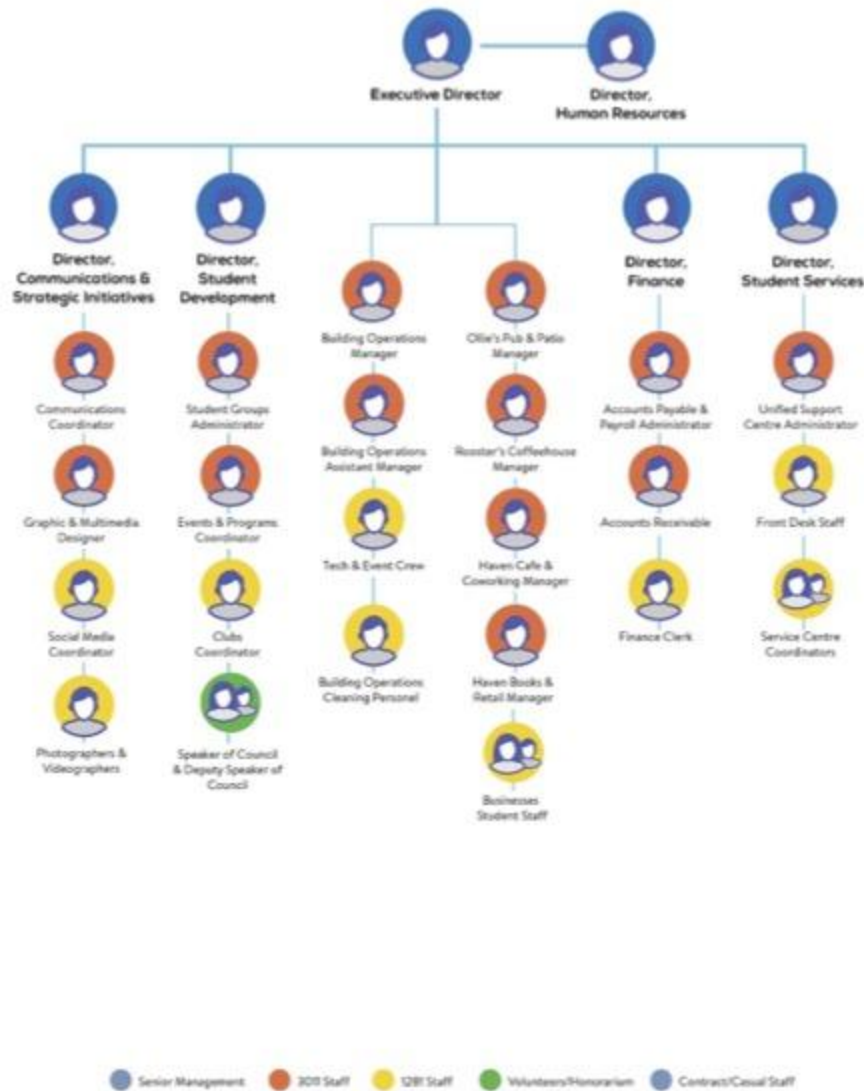
Anticipated Challenges

- Employees' attitudes towards the proposed change
- Buy-in from the union
- Coordination and structuring of change management
- Potential financial shortfalls if business targets are not met
- The scale and scope of the change
- The change project's timeline

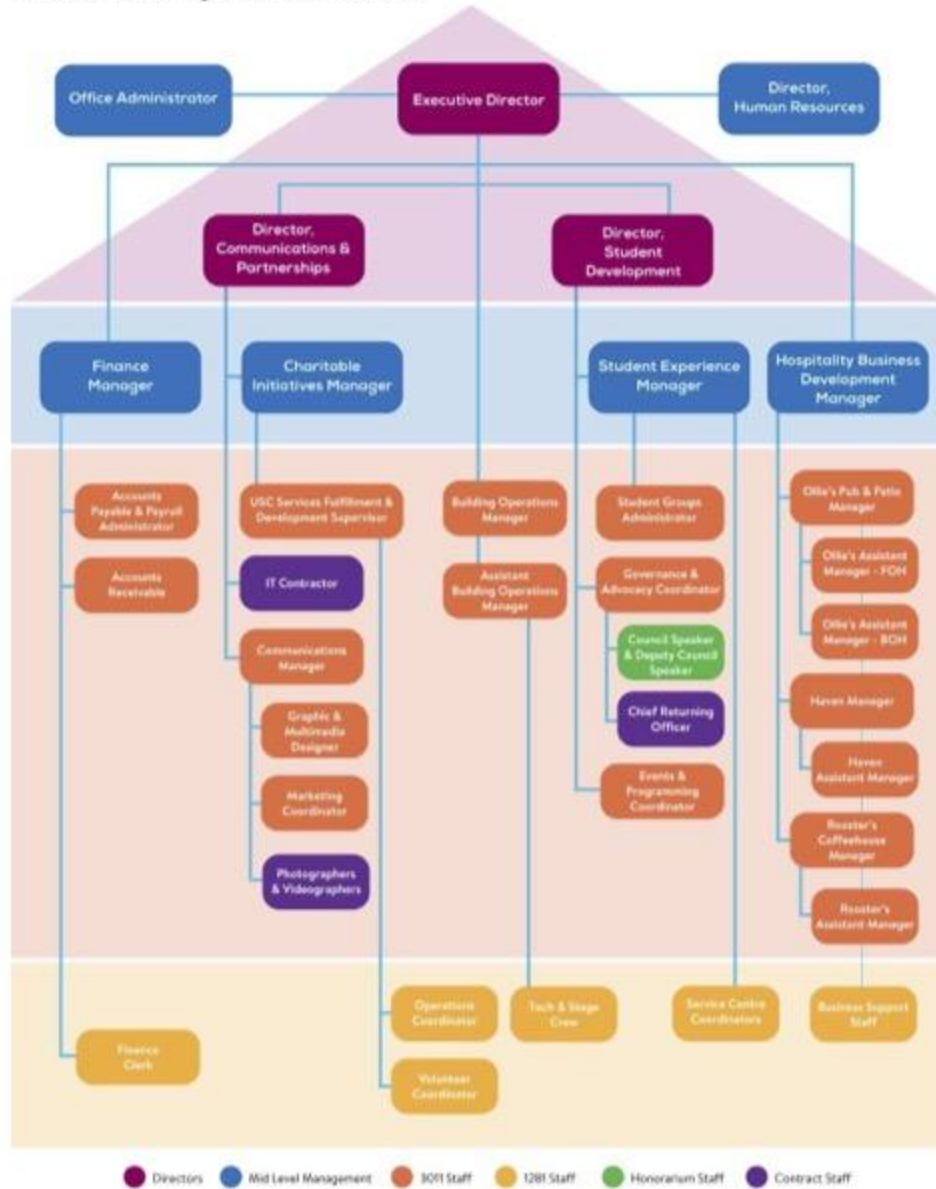
Organizational SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> - Stable and reliable income via the student levy - Staff restructuring and redistribution of work; allow us to support all student staff better. - Professional staff team, including retention (and historical knowledge along with that) - A long-standing organization with proven resilience - Affinity spaces and representation are some of the only places on campus with those student-led support communities - Our club's network, which is the largest certified clubs system on campus 	<p>Weaknesses</p> <ul style="list-style-type: none"> - Lack of financial foresight due to frequent staff turnover in Finance office resulting in loss of institutional memory and processes - Lack of agile compliance - Appreciation standards for staff and volunteers of various levels - Executive terms of reference, such as overlap in duties, missing details, and lack of clarity - Lack of funding for projects in some departments - Annual budget deficits for our businesses - Internal communication and change management within the organization - Frequency of scandals and our reputation in the eyes of our peers and the province
<p>Opportunities</p> <ul style="list-style-type: none"> - Professional development plans for all areas of the organization - Acquiring the student email list - New executive term with a President who we worked with the past year - Earlier budget approval - Faster recourse for Executive's poor behavior - Evolving businesses to improve all aspects of service - Elections were much improved from a reputation standpoint but we suffered on voter turnout. 	<p>Threats</p> <ul style="list-style-type: none"> - Gen Z has less predictable behavior - Poor reputation still looms from misinformation - Relationship with the University - 'Old' culture within the organization - Unpredictable executive behavior - Low voter turnout in elections

Current Organizational Chart (2021-2023)



Restructured Organizational Chart



Top Level Management - Directors

Unlike the other roles proposed in this plan, the top-level senior management team would undergo a reduction and realignment to improve synergy between our organizational activities and initiatives and allow for the creation of a middle management tier that would result in a more balanced workload and strategic alignment with organizational objectives.

Position Title	Director of Operations
Core Duties	<ul style="list-style-type: none"> • This role's responsibilities include leading negotiations, budgeting, purchasing, and implementing efficient workflows to maximize a company's productivity and performance. • Develop long-term operational strategies, working closely with the senior management team to meet company objectives. • Main liaison between CUSA Board and pro staff and responsible for training and professional development planning for the Board • Supervise Finance Manager and support as signing authority and financial oversight for annual financial activities (ie fees dispersal, budget support, investments, etc.) • Act as the primary representative from the full-time staff to the University and external bodies for high-level discussions that impact organizational performance. • Supervise and support the Hospitality Business Development Manager and the Building Operations Manager • Supervise and support Directors of Communications and Partnerships and Director of Student Development • Supervise the Office Manager and oversee Health & Dental Plan and core service offerings
Impact	<ul style="list-style-type: none"> • Reduction in direct reports resulting in Senior leadership comprising the majority of direct reports. This change will allow role to better support senior managers, take a more active role in strategic planning, and reduce the overall workload. • thereby resulting in a reduction of work for more efficient output • Established support for partnerships and stakeholder relations • Reduce Director of Operations direct reports
Additional Considerations	<ul style="list-style-type: none"> • The Director of Human Resources reports directly to the Director of Operations to ensure they have adequate support in their role. Ideally, these two individuals would be in lockstep and would frequently seek guidance from one another. For matters where the DoO needs to be investigated for work performance, it would be executed by an external firm. • Proposed title changed from Executive Director to Director of Operations to delineate the role does not manage the Executive team, and attract talent for the salary range. Other titles explored include General Manager, Executive Director and Chief Operations Officer • Suggested salary range \$100,000 - 120,000 annually

Position Title	Director of Communications & Partnerships
Core Duties	<ul style="list-style-type: none"> • Supervise the Communications Manager and guide the communications, marketing and graphic design objectives • Lead the public relations and crisis communications portfolio • Manage stakeholder relations and partnerships for University projects and initiatives including outgoing sponsorship fulfillments • Supervise the Charitable Initiatives Manager and oversee the sponsorship portfolio • Manage organization IT support
Impact	<ul style="list-style-type: none"> • Narrowed focus to better support and execute communications activities • Increased capacity to take on new areas of work for all communications dept staff • Establish improved oversight continuity for partnerships and stakeholder relations • Reduced workload and reduced OT • Increased USC support and guidance. The USC is in the midst of a critical change, with their larger space launching later this year, integration of the Charitable Initiatives Manager role, housing support arm establishment, and the work to come for the organization to obtain a charity number. It's imperative that we take a more active role in supporting this growing area to ensure its success.
Additional Considerations	<ul style="list-style-type: none"> • Title change from Communications & Strategy to Communications & Partnerships to reflect the activities within the portfolio and give the role more focus. • Role currently staffed.

Position Title	Director of Student Development
Core Duties	<ul style="list-style-type: none"> • Support the Executive and AVP with advocacy and equity initiatives, external and governmental affairs • Supervise the Governance & Advocacy Coordinator and guide governance activities, including training, hiring and supporting CUSA Board, Council, elections and referendums • Supervise the Events & Programming Coordinator and oversee the events & programming portfolio
Impact	<ul style="list-style-type: none"> • Narrowed focus to better support and execution of governance and advocacy activities • Improved experience and development for council, board, and executive • Synergize the areas of the association with common activities • Reduced workload and reduced OT
Additional Considerations	<ul style="list-style-type: none"> • Role currently staffed.

Middle-Level Management - Department Heads

Establishing a senior leadership tier below Directors but above union management will enable CUSA to lead the organization with a clear and supported hierarchy in mind. See the rationale regarding unionization at the conclusion of this section. The Business Hospitality Manager role is being proposed within this level, see the Business Operations section.

Position Title	Charitable Initiatives Manager
Core Duties	<ul style="list-style-type: none"> • Strategically plan for the USC's future across several metrics (Financial, Legal, Reputational, Service Provision, Gaps, etc.) and manage the growth and development of the space. • Supervise and collaborate with the USC Services Fulfillment & Development Supervisor • Develop and maintain a charity unified support framework. • Work with Student Leaders, Senior Management, and University Administration to address operational issues, funds, budgets, constating documents, or initiatives. • Expand and maintain reliable, results-oriented food safety-related support services through Carleton University and community stakeholders. • With the USC staff member/s, actively pursue grants and fundraising opportunities to benefit and expand program delivery.
Impact	<ul style="list-style-type: none"> • Increase overall revenue to the organization through various forms of fundraising, grants, and sponsorships. • Improved management of the high-level strategic operations of the USC by supervising the staff and building a volunteer base capable of competently facilitating and growing the urgent care support framework that supports safe walks, the food bank program, and various health and safety initiatives.
Additional Considerations	<ul style="list-style-type: none"> • The role reports to the Director of Student Development or Director of Operations while the Director of Communications & Partnerships is on leave. • Role currently staffed.

Position Title	Finance Manager
Core Duties	<ul style="list-style-type: none"> • Provide financial reports and interpret financial information to managerial staff while recommending further courses of action. • Advise on investment activities and provide strategies that the corporation should take • Analyze costs, pricing, variable contributions, sales results, and the company's actual performance compared to the business plans. • Oversee finance department operations, set goals and objectives, and design a framework for these to be met. • Manage the preparation of the corporation's budget. • Liaise with auditors to ensure appropriate monitoring of company finances is maintained. • Correspond with various other departments, discussing company plans and agreeing on future paths to be taken. • Maintain and reconcile intercompany accounts, including but not limited to Carleton University.

	<ul style="list-style-type: none"> • Support and oversee the maintenance of accurate payroll records and pension plans for CUSA's permanent staff. • Be responsible for HST claims and payroll tax withholding matters
Impact	<ul style="list-style-type: none"> • Maintain the financial health of the corporation. • Provide evaluations for cost-reduction opportunities. • Mentorship for VPF during budget creation
Additional Considerations	<ul style="list-style-type: none"> • Salary range \$85K to \$93K • Role hired. Anticipated start date Dec 2023.

Position Title	Student Experience Manager
Core Duties	<ul style="list-style-type: none"> • Manage the day-to-day operations of the Service Centres and set objectives on a semesterly basis. • Hire, train and supervise all Service Centre Coordinators • Assist in building budgets, approving purchasing and tracking spending for Service Centres • Support in Service Centre programming and service delivery where required. • Create procedures and optimize workflows for Service Centres. • Supervise and support Student Groups Administrator in complaints, and case management, and advise when the club oversight committee or the executive are interpreting clubs in relation to University or CUSA policy. • Support the SGA in assessing the cubs system and serve as a connection between club administration, specific clubs and specific service centres
Impact	<ul style="list-style-type: none"> • Improved support and work experience for Service Centre Coordinators and dedicated support for their specific activities, programming and initiatives. • Improved collaboration between internal and external groups.
Additional Considerations	<ul style="list-style-type: none"> • \$52K to \$65K • This role will be posted internally as per the Collective Agreement. CUSA favours internal hires from a cultural and professional development standpoint as well as the hire requiring significantly less training and onboarding.

Position Title	Office Manager (or Office Administrator)
Core Duties	<ul style="list-style-type: none"> • Managing and organizing front office operations and developing procedures. • Provide general support to visitors. • Hire, train and supervise the front desk staff. • Manage office-administered services such as the free printing program, table and chair bookings, etc. • Maintain the office condition and arrange necessary repairs • Overseeing the undergraduate health & dental plan, including answering inquiries, connecting students with the provider and ensuring all communications materials are in order • Partner with HR to update and maintain office policies as necessary. Assist in other HR-related tasks such as onboarding and other clerical work. • Manage office budget, and ensure accurate and timely reporting.

	<ul style="list-style-type: none"> Partner with the Finance office to assist in minor clerical duties. Address employee's queries regarding office management issues (e.g. stationery, Hardware and travel arrangements) Member of the management team for CUPE bargaining (3011 & 1281)
Impact	<ul style="list-style-type: none"> Improved office appearance and experience for students and other visitors. For many people, this is their first and sometimes only impression of CUSA and we are missing the mark. Currently, this space hasn't been well managed due to the lack of training and daily oversight, which has led to poor internal communication, frequent observations of unprofessional conduct and inconsistent service experience for members. Potential elimination of Front Desk Supervisor roles. The Office Manager would effectively replace the work, and eliminating these positions would help create funding for the role. Elimination of the Finance Clerk role. The Office Manager would effectively absorb these duties and perform them more timely due to their full-time status. <ul style="list-style-type: none"> *See cost actuals of front desk and finance clerk roles below
Additional Considerations	<ul style="list-style-type: none"> Proposed salary range \$52K to \$60K This role would be created with the intent of Katie Berger (Haven Books & Retail Manager) to fill it. She is a unionized employee with the eligibility to seniority bump all but 3 other unionized staff or result in a costly payout if she were to leave. She also brings a wealth of experience in management and administrative work, and it this move would have a staff culture impact as she is well-liked and has worked with CUSA for the past 14 years. The elimination of her current position as of April 30, 2024 due to books closing aligns with our need to establish improved controls within the main office. The elimination of the Director of Student Services creates a need for this Office Manager role. The HR components and Union bargaining are factors in this role remaining outside of the union, though it should be noted that it was a union role in the past when it was an Office Admin and Exec Assistant position.

***Actuals of Front Desk and Finance Clerk**

Cost of Front Desk for Academic Semester	Cost of Front Desk for Summer Months
Supervisor 1 Pay: \$7,206.31 Tax: \$612.54	Supervisor 1 Pay: \$3,631.77 Taxes: \$308.70
Supervisor 2 Pay: \$6,122.63 Taxes: \$520.42	Supervisor 2 (includes summer finance clerk work) Pay: \$11,530.25 Taxes: \$980.07
Worker 1 Pay: \$2,884.73 Taxes: \$245.20	Worker 1 Pay: \$7.89 Taxes: \$0.69
Worker 2 Pay: \$3,519.42	Worker 2 Pay: \$7.89

Taxes: \$299.15	Taxes: \$0.69
Worker 3 Pay: \$6,015.41 Taxes: \$511.31	Worker 3 Pay: \$8145.08 Taxes: \$692.33
Worker 4 Pay: \$5113.24 Taxes: \$434.63	Worker 4 Pay: \$8.42 Taxes: \$0.74

Cost of Finance Clerk Academic Semester
Finance Clerk Pay: \$3,339.82 Tax: \$283.88

*Costs prepared using Front Desk hours from Winter 2023 and Summer 2023, then adjusted to wages as will be in place beginning June 1st, 2024. Finance Clerk costs prepared using Fall 2023 actuals and projections, adjusted to wages as will be in place beginning June 1st, 2024.

*Summer Supervisor 2 and Finance Clerk hours are indistinguishable in our system. An error that should not be allowed to repeat itself.

Regarding Unionization

This report proposes creating a number of non-unionized full-time senior staff positions. This would be a departure from CUSA's history. When CUSA was a smaller organization, only two or three full-time staff members were not unionized, they were always some combination of Executive Director, General Manager, Finance Manager, Director of Communications, or Executive Assistant.

Given this proposal suggests CUSA align more closely with other non-profit organizations and students' unions our size in terms of the ratio of unionized to non-unionized full-time staff, it is worth exploring some of the benefits the expanded senior team structure would bring, and how an intentional path forward is more likely to serve CUSA's interests than the reactionary decisions of the past.

Best Practices

- Employees who are members of Unions declare an oath of loyalty to the Union and are assumed to be representing the interest of themselves and other unionized employees. Frequently, the interests of the unionized employee, the union, and the organization align. However, on many occasions, the interests of the unionized workforce and the organization may be at odds.
 - Duty to Report Information: When a role involves access to confidential information about a company that may not be suitable to share with the union, the position should not be unionized. The worst position for an employee to be in is to come across a piece of information that they are bound by the organization to keep private and bound by the Union to disclose that same information to the

Union. This creates an unnavigable conflict of interest, the management of which either results in the employee being unable to access information to complete their work or violating their oath to the Union

- o Policy & Decision Making: Managers at CUSA are often responsible not only for drafting policies which will apply across the corporation, but may also draft policies and procedures that pertain to their department. A conflict in decision-making authority can arise if the Union feels they should have been the lead on implementing the policy, or that the policy puts new constraints on other unionized employees without seeking the consent of the Union
- As a best practice, employees and their supervisors, those with the ability to manage the performance of, discipline, layoff, or fire, said employees, are not generally represented within the same Union. A reporting dynamic within the same Union could create conflicts of interest regarding issues such as promotions, disciplinary actions, or other personnel matters. Including multiple levels of the organizational hierarchy in the same Union may put the Union in a position where they represent both employees in the Union in a case where one logs a complaint about the behaviour of the other. For the sake of clean processes, a clear hierarchy, and organizational harmony, supervisors and their employees should not be in the same Union.
- Unions should enter collective bargaining with a cohesive set of objectives to benefit all employees. When Unions include managers and non-managerial staff, there is often a tension where non-managerial employees are focused on compensation and benefits plans while managerial staff are more inclined to bargain on broader organizational strategies and policies.
- Communication between the employer and its employees should be clear, and consistent in content and delivery. Employees in managerial positions are likelier to feel an affiliation with the employer. Effective communication and solidarity are crucial within a union to achieve collective bargaining objectives.
- Employers generally have an experienced team of negotiators to meet an experienced team of Union negotiators when it comes time to collectively bargain.

Potential Reasonings for Current Unionized & Non-Unionized Decision

- If employees feel they lack a voice in workplace decisions, are not treated fairly, or face issues like job insecurity or inadequate workplace conditions, they are more likely to unionize.
- The culture of an organization can influence whether workers feel the need for collective representation. Companies with a history of fair treatment and open communication are less likely to have unionized workforces.
- Employees in organizations or fields with high job insecurity are more motivated to join a union to secure greater job protection.

CUSA has undergone tremendous changes in the previous few years. The most consequential change related to the employees is that the CUSA Board is now an entity that meets in public with 10 members, 8 of whom are external to the Corporation rather than the Board being three co-workers, with meetings shrouded in secrecy. The secretive nature of the former CUSA Board instilled a culture among the staff where they felt they had to be worried about their job and that a bad relationship with a couple of co-workers could result in termination. The reputation for erratic dismissals and personal vendettas driving performance management was earned. managers and non-managerial staff had an overriding common interest in protecting themselves

from termination that no longer exists. Additionally, CUSA has changed from being a place where the Managers are perceived as being a part of the workforce to being a place where managers are trusted to manage their own departments, staff, and budgets while being relied on for their experienced opinion as it relates to budgeting, operations, policy, and the direction of the organization as a whole. CUSA found itself out of step with our peers because we took longer to reform to modern governance structures than our peers. With an emboldened Board trusting Human Resources advice from within and outside the organization, CUSA is finally in a position to have more staff with the organization's concerns at their heart, rather than looking over their own shoulder for a sudden termination or unjustified disciplinary process.

Business Operations

Our businesses are one of the most chronically neglected areas of the association. The annual financial losses in the businesses have resulted in student scrutiny, reduced funding for other areas of the association and silo mentalities. With the upcoming launch of Haven Connect and plans to reimagine and reopen The Wing, there's a critical need for additional staff roles to ensure these new ventures will be properly lead, staffed and supported.

Position Title	Hospitality Business Development Manager
Core Duties	<ul style="list-style-type: none"> • Organize and coordinate operations to ensure maximum efficiency • Develop business goals and strategies for cost-savings and increased revenue generation • Supervise and evaluate staff • Ensure supplies and equipment are adequate in quantity and quality • Assist in pricing products or services • Responsibility leading annual budgeting with managers, monitoring and approving expenses. • Analyze profit and loss statements on a frequent basis and build plans to improve offerings. • Enforce adherence to regulations and quality standards • Ensure all records are kept properly and consistently • Review and prepare reports for senior management
Impact	<ul style="list-style-type: none"> • Increased support and guidance for business managers • New revenue generation and cost-savings, thereby minimizing annual losses • Establishing business plans and a dedicated lead for business development projects. A lead for business development would eliminate the need for other senior managers to lead that work, resulting in a more rapid rollout, and reduced workload so directors and managers can focus on their core duties. It goes without saying, that we stand to increase our revenues by launching new business models, initiatives and programs earlier. • Improved lines of communication with senior team and executive
Additional Considerations	<ul style="list-style-type: none"> • Salary range \$75-\$85k • This role is less critical since the closure of Haven's book operations where the biggest losses are occurring. If the organization is not in a financial position to hire this role right away, this can report to the Director of Operations for the time being.

Position Title	Haven Assistant Manager
Core Duties	<ul style="list-style-type: none"> • Report to and work alongside the Haven Manager in day-to-day operations of Haven cafe, coworking and event space • Assist in hiring, training, and supervising Haven student staff • Focus on supporting event and technical support by liasing • Support coworking operations by communicating with technical support lead when needed, adjusting the website, and fielding customer inquiries and issues

Impact	<ul style="list-style-type: none"> • Cost reduction in salary by moving from two managers to a manager and an assistant manager. • Improved support for new areas of business
Additional Considerations	<ul style="list-style-type: none"> • See 3011 CA for salary. The range is \$40-45k. • With the imminent launch Haven Connect, there is a major need for additional support for the events and coworking aspects of the business. Currently, there are two supervisors who support this area, but additional support will be needed once operations ramp up.

Additional Considerations

- Commercial kitchen space
 - If CUSA joins the University's preferred caterers list (RFQ coming this year), we could transform the current USC space into a commercial prep kitchen and storage space for all business operations. The Hospitality Manager would be responsible for managing the space, and it would be used primarily for cold prep, and overstock storage. Establishing a proper kitchen space would also allow us to scale catering operations and establish a new line of revenue. This space is ideal as it will become vacant in the next 6 months and already has running water. Please note that this space was already used as a prep kitchen for The Wing (when that business was operational). If this space is profitable it could pave the way for a Lead/Head Chef in the future.

Communications

The communications department has evolved greatly over the last two years. The addition of the full-time Graphic and multimedia Designer and the establishment of a Social Media Coordinator position have enabled the comms team to take on new areas of work, increase output and improve effectiveness. The roles outlined below would be ideal to hire permanently but with the lack of financial clarity for the organization, it's proposed that these roles be hired on a 1-year trial basis, to be re-evaluated in 2025. Furthermore, the Director of Communications and Strategy is going on maternity leave from February 2024 - March 2025, and these roles would effectively manage the communications portfolio and create an overall cost saving for the organization by leaving the Director role vacant during that leave.

Position Title	Communications Manager
Core Duties	<ul style="list-style-type: none"> Effectively organizes and executes the Association's overall communications and strategic goals through print, social media, web, and other marketing materials. Support in the coordination of fulfillment of incoming and outgoing sponsorship activations in collaboration with the Charitable Initiatives Manager Support in public relations and crisis communications by assisting in training Executives, fielding inquiry's and carrying out related protocols and procedures Manages the Graphic & Multimedia Designer and Marketing Coordinator Manage freelance photographers and videographers on an as needed basis Assist in executing and coordinating communications training and onboarding for Executives, Service Centres and other depts
Impact	<ul style="list-style-type: none"> The temporary creation of this role would enable to dept to maintain current functionality and improve it's marketing ability due to the evolution of the Social Media Coordinator into the full time Marketing Coordinator role
Additional Considerations	<ul style="list-style-type: none"> Salary Range \$52K to \$65K

Position Title	Marketing Coordinator
Core Duties	<ul style="list-style-type: none"> Manage the general CUSA and CUSA Businesses social media channels by creates successful social media campaigns to grow a brand's audience, addressing business objectives Coordinate digital marketing campaigns by designing and implements digital marketing strategy with the goal of driving traffic and/or brand recognition Maintains and manages influencer relationships for influencer marketing Design digital and print content using Canva as required Regularly review Service Centre social media channels to ensure brand kit compliance and best practices are being met Assist in social media and digital marketing training for Executives, Service Centres and other depts Social listening on various channels Analyze data and report on campaigns to various dept heads

	<ul style="list-style-type: none"> Conduct market research and identify target audience segments to create catered content for marketing campaigns
Impact	<ul style="list-style-type: none"> Improved brand appearance and amplified brand awareness on physical and digital channels. More effective marketing campaigns and improved performance on meeting business and organizational objectives The creation of this role would result in the elimination of the Social Media Coordinator position. The SM Coordinator has existed for 18 months, and in that short time, we've learned that there is a need for additional duties, increased hours and established expertise.
Additional Considerations	<ul style="list-style-type: none"> Salary Range \$48K -\$59K

Executive and AVP Synergy

S.No	Associate Vice Presidents	Reporting Executive	Support Staff
1	Executive Relations	President	-
2	Government & University Affairs	VP Student Issues	Director of Student Development/ Governance & Advocacy Coordinator
4	Student Funds	VP Finance	Finance Manager
5	Student Groups	VP Internal	Student Groups Administrator
6	Campaigns	VP Student Life	Communications & Marketing Coordinator Events and Programming coordinator
7	Research and Advocacy	VP Student Issues	Director of Student Development/ Governance & Advocacy Coordinator
8	Student Experience	VP Student Life	Events and Programming coordinator Communications & Marketing Coordinator

Executives: AVPs: Staff

- The President is the direct supervisor for some employment and HR items like conflict and complaint resolution, time off, leave request, approving overtime and payroll.
- The primary contact for an AVP is their immediate Executive, all information and updates pertaining to them must be notified to them by yourself.
- AVPs will communicate primarily with you and internally within the Executive Body and their direct staff only.

Reallocating Executive duties starting from the VP Community Engagement to the VP Student Issues (for external groups) and the service centre responsibilities to the VP Student Life will

ensure that there is a balanced share in the dissolution of the position. Losing an Executive also supports the association financially. Another major JD restructuring would involve moving campaigns away from the VP Student Issues to the VP Student Life to improve campaign planning and service centre collaborations.

Furthermore, moving the AVPs Campaigns to VP Student Life would also improve work delegation. Merging AVP Government Affairs and University and Academic Affairs and moving it under the VP Student Issues brings coordinated advocacy.

Each Executive and AVP will have a support staff from the full time staff that is able to support them and help them in mentorship and guide them.

Financial Impact

- New revenue generation and cost-savings in the businesses
- Reduction of overtime hours and payouts for full-time staff
- Securement of funding and grants
- Sponsorship revenues

Proposed Implementation Timeline

Timeline	Role	Hire Date
Fall Term 2023	<ul style="list-style-type: none">• Charitable Initiatives Manager• IT Independent Contractor• Finance Manager	July 2023 November 2023 November 2023
Winter Term 2024	<ul style="list-style-type: none">• Student Experience Manager• Communications Manager• Marketing Coordinator• Director, Comms & Partnerships• Director, Student Development• Director, Operations	January 2024 January 2024 January 2024 January 2024 February 2024 February 2024
Summer Term 2024	<ul style="list-style-type: none">• Office Manager• Haven Assistant Manager	May 2024 May 2024
TBD	<ul style="list-style-type: none">• Business Hospitality Manager	

APPENDIX I:

Proposed Hiring Policy and Procedure (H-01)

Hiring Policy & Procedure

H-01

LONG TITLE	Hiring Policy & Procedure	DATE OF ENACTMENT	24 March 2022
		LAST AMENDED	6 May 2023 25 November 2023
REFERENCE No.	H-01	NEXT REVIEW	31 May 2024 1 February 2024
CATEGORY	Human Resources	COMPETENT CHAMBER	CUSA Board
REVIEW COMMITTEE	Human Resources Subcommittee	DELEGATES	President/CEO Executive Director Human Resources

1) Objective

- a) To outline the principles and processes through which positions within the Corporation are filled if not otherwise explained or covered in CUSA's governing documents.

2) Principle

- a) The Carleton University Students' Association (CUSA) does not discriminate on the basis of sex, gender identity or expression, religion, race, colour, national or ethnic origin, age, disability, sexual orientation or political affiliation. Hiring for all positions within CUSA shall be carried out in a professional and ethical way and based on the merit of each individual applying for the position, cognizant of structural barriers to employment.

3) Policy Administration

- a) The CUSA Board may approve the creation, restructuring, or moving of a position across inter-CUSA departments and classifications, but all positions shall fall into one of the following categories or offices;
 - i) Executive (class 1)
 - (1) President/CEO
 - (2) Vice President Finance / Secretary-Treasurer

- (3) Vice President Internal
- (4) Vice President Student Life
- (5) Vice President Student Issues
- (6) Vice President Community Engagement
- ii) Senior Leadership (class 2)
 - (1) Executive Director
 - (2) Finance Manager
 - (3) Director of Communications & Strategic Initiatives
 - (4) Director of Student Development
 - (5) Director of Student Services
- iii) CUPE 3011 Unionized Positions (CUPE 3011)
 - (1) Student Services Manager
 - (2) Communications Coordinator
 - (3) Building Operations Manager
 - (4) Building Operations Assistant Manager & Technical Coordinator
 - (5) Events & Programming Coordinator
 - (6) Student Groups Administrator
 - (7) Graphic Designer
 - (8) Accounts Payable & Payroll Administrator
 - (9) Accounts Receivable
 - (10) Haven Books Manager
 - (11) Haven Cafe Manager
 - (12) Ollie's Manager
 - (13) Ollie's Assistant Manager
 - (14) Unified Support Centre Administrator
 - (15) Rooster's Coffeehouse Manager
 - (16) HR and Finance Assistant
- iv) Executive or Management Adjacent Student Positions (Class 3)
 - (1) Executive Assistant / Recording Secretary
 - (2) Executive Coordinator
 - (3) Research & Advocacy Coordinator
 - (4) Policy Coordinator
 - (5) Business Development Coordinator
 - (6) Speaker of Council
 - (7) Deputy Speaker of Council
 - (8) IT Administrator
- v) CUPE 1281 Unionized Student Positions (CUPE 1281)

- (1) Haven student employees
 - (2) Ollie's student employees
 - (3) Rooster's student employees
 - (4) Carleton Disability Awareness Centre (CDAC) Administrative Coordinator
 - (5) CDAC Programming Coordinator
 - (6) Gender & Sexuality Resource Centre (GSRC) Administrative Coordinator
 - (7) GSRC Programming Coordinator
 - (8) Director of Hatch
 - (9) Mawandoseg Centre Student Leader
 - (10) Racialized & International Student Experience (RISE) Administrative Coordinator
 - (11) RISE Programming Coordinator
 - (12) Wellness Centre Administrative Coordinator
 - (13) Wellness Centre Programming Coordinator
 - (14) The Womxn's Centre Administrative Coordinator
 - (15) The Womxn's Centre Programming Coordinator
 - (16) Front Desk student employees
 - (17) Social Media Coordinator
- vi) Full-time, short-term, contracted positions & consultants (Class 4)
- (1) Business Advisor
 - (2) Chief Returning Officer
 - (3) Governance Consultant
 - (4) Charitable Initiatives Manager
 - (5) Other Ad-Hoc Consultants
- b) All positions will be advertised externally through the CUSA webpage and other CUSA locations for at least 14 days prior to a set deadline.
- i) Class 4, CUPE 3011, and CUPE 1281 positions may be exempt from this process due to clauses within Collective Bargaining Agreements (CBAs) or where a hiring process is otherwise outlined below.
- c) Where appropriate, Class 1, Class 3, and CUPE 1281 positions will be advertised through the Carleton myCareer webpage, RRRR webpage, and The Charlatan.
- d) Where appropriate, Class 2, CUPE 3011, and Class 4 positions will be advertised through LinkedIn, Indeed, CharityVillage, CACUSS, COCA, or other relevant professional associations

- e) Postings for CUSA jobs shall include the following:
 - i) Name of position
 - ii) Reporting relationships
 - iii) Duties and responsibilities
 - iv) Required and desired qualifications
 - v) Compensation
 - vi) Union status; and
 - vii) Any other criteria determined by the direct supervisor, area supervisor, or Director of Human Resources
- f) The following phrases shall be included on each job posting:
 - i) "CUSA values employment and educational equality and welcomes applicants from diverse groups including (but not limited to): women; aboriginal people; people of colour; people with disabilities; international students; and gay, lesbian, bisexual, transgendered people."
 - ii) "We thank all candidates for their interest, however, only those selected for an interview will be contacted."
- g) Hiring panels may decide to invite Resource Members by majority vote, but an effort will be made to reach consensus on inviting Resources Members to hiring panels.

4) Class 1 Hiring

- a) The President/CEO is elected by students-at-large in results compiled by the Chief Returning Officer in line with the Elections Policy and ratified by CUSA Council
- b) The Vice President Finance / Secretary-Treasurer is selected in accordance with the Vice President Finance / Secretary-Treasurer Nominating Committee and settled by CUSA Council
- c) The Vice Presidents Internal, Student Life, Student Issues, and Community Engagement are elected by CUSA Council in line with the Vice Presidential Elections Policy

5) Class 2 Hiring

- a) Executive Director
 - i) The Hiring panel for the Executive Director shall consist of
 - ~~(1) Outgoing Executive Director (Where possible)~~
 - ~~(2) Up to two (2) interested CUSA Board Directors, selected by the CUSA Board~~
 - (1) Chair of the CUSA Board
 - (2) President/CEO

(3) Director of Human Resources

(4) Vice President Internal or Vice President Finance /
Secretary-Treasurer

b) Finance Manager

i) The Hiring panel for the Finance Manager shall consist of

(1) Executive Director or designate

(2) President/CEO

(3) Vice President Internal or Vice President Finance /
Secretary-Treasurer

(4) Chair of the CUSA Board

(5) One CUSA Board member, if willing

c) Director of Communications & Strategic Initiatives

i) The Hiring panel for the Director of Communications & Strategic
Initiatives shall consist of

(1) Executive Director or designate

(2) President/CEO

(3) Director of Finance & Administration or delegate

(4) Vice President of Community Engagement or delegate

(5) One CUSA Board member, if willing

d) Director of Student Development

i) The Hiring panel for the Director of Student Development shall consist
of

(1) Executive Director or designate

(2) President/CEO

(3) Director of Finance & Administration or delegate

(4) Vice President Student Issues or delegate

(5) One CUSA Board member, if willing

e) Director of Student Services

i) The Hiring panel for the Director of Student Services shall consist of

(1) Executive Director or designate

(2) Director of Finance & Administration or delegate

(3) Vice President Community Engagement or delegate

(4) President/CEO or delegate

6) CUPE 3011 Hiring

a) Student Services Manager

i) The Hiring panel for the Student Services Manager shall consist of

(1) Executive Director or designate

- (2) Director of Finance & Administration or delegate
 - (3) Vice President Community Engagement or delegate
 - (4) President/CEO or delegate
- b) Communications Coordinator
 - i) The Hiring panel for the Communications Coordinator shall consist of
 - (1) Executive Director or designate
 - (2) Director of Finance & Administration or delegate
 - (3) Director of Communications & Strategic Initiatives
 - (4) President/CEO or delegate
- c) Building Operations Manager
 - i) The Hiring panel for the Building Operations Manager shall consist of
 - (1) Executive Director or designate
 - (2) Director of Finance & Administration or delegate
 - (3) President/CEO or delegate
- d) Building Operations Assistant Manager & Technical Coordinator
 - i) The Hiring panel for the Building Operations Assistant Manager & Technical Coordinator shall consist of
 - (1) Executive Director or designate
 - (2) Director of Finance & Administration or delegate
 - (3) President/CEO or delegate
- e) Events & Programming Coordinator
 - i) The Hiring panel for the Events & Programming Coordinator shall consist of
 - (1) Executive Director or designate
 - (2) Director of Finance & Administration or delegate
 - (3) Director of Student Development
 - (4) Vice President Student Life or delegate
- f) Student Groups Administrator
 - i) The Hiring panel for the Student Groups Administrator shall consist of
 - (1) Executive Director or designate
 - (2) Director of Finance & Administration or delegate
 - (3) Director of Student Development
 - (4) Vice President Internal or delegate
- g) Graphic Designer
 - i) The Hiring panel for the Graphic Designer shall consist of
 - (1) Executive Director or designate
 - (2) Director of Finance & Administration or delegate

- (3) Director of Communications & Strategic Initiatives
 - (4) President/CEO or delegate
- h) Accounts Payable & Payroll Administrator
 - i) The Hiring panel for the Accounts Payable & Payroll Administrator shall consist of
 - (1) Executive Director or designate
 - (2) Director of Finance & Administration or delegate
 - (3) Vice President Finance / Secretary-Treasurer or delegate
- i) Accounts Receivable
 - i) The Hiring panel for the Accounts Receivable position shall consist of
 - (1) Executive Director or designate
 - (2) Director of Finance & Administration or delegate
 - (3) Vice President Finance / Secretary-Treasurer or delegate
- j) Haven Books Manager
 - i) The Hiring panel for the Haven Books Manager shall consist of
 - (1) Executive Director or designate
 - (2) Director of Finance & Administration or delegate
 - (3) President/CEO
- k) Haven Cafe Manager
 - i) The Hiring panel for the Haven Cafe Manager shall consist of
 - (1) Executive Director or designate
 - (2) Director of Finance & Administration or delegate
 - (3) President/CEO
- l) Ollie's Manager
 - i) The Hiring panel for the Ollie's Manager shall consist of
 - (1) Executive Director or designate
 - (2) Director of Finance & Administration or delegate
 - (3) President/CEO
- m) Ollie's Assistant Manager
 - i) The Hiring panel for the Ollie's Assistant Manager shall consist of
 - (1) Executive Director or designate
 - (2) Director of Finance & Administration or delegate
 - (3) President/CEO or delegate
 - (4) Ollie's Manager
- n) Unified Support Centre Administrator
 - i) The Hiring panel for the Unified Support Centre Administrator shall consist of

- (1) Executive Director or designate
- (2) Director of Finance & Administration or delegate
- (3) President/CEO
- o) Rooster's Coffeehouse Manager
 - i) The Hiring panel for the Rooster's Coffeehouse Manager shall consist of
 - (1) Executive Director or designate
 - (2) Director of Finance & Administration or delegate
 - (3) President/CEO
- p) Rooster's Coffeehouse Assistant Manager
 - i) The Hiring panel for the Rooster's Coffeehouse Assistant Manager shall consist of
 - (1) Executive Director or designate
 - (2) Director of Finance & Administration or delegate
 - (3) President/CEO or delegate
 - (4) Rooster's Coffeehouse Manager
- q) HR and Finance Assistant
 - i) The Hiring panel for the HR and Finance Assistant shall consist of
 - (1) Director of Finance and Administration
 - (2) 1 other finance staff as designated by the Director of Finance and Administration
 - (3) President/CEO or Vice President Finance / Secretary Treasurer
 - (4) 1 other Senior Staff member as designated by the Director of Finance and Administration

Class 3 Hiring

- a) Executive Assistant / Recording Secretary
 - i) The Hiring panel for the Executive Assistant shall consist of
 - (1) Chair of the CUSA Board
 - (2) President/CEO
 - (3) Executive Director or designate
 - (4) Director of Finance & Administration or delegate
 - (5) Director of Student Development
- b) Executive Coordinator
 - i) The Hiring panel for the Executive Coordinator shall consist of
 - (1) President/CEO
 - (2) Vice President Internal
 - (3) Director of Finance & Administration or delegate

- c) Research & Advocacy Coordinator
 - i) The Hiring panel for the Research & Advocacy Coordinator shall consist of
 - (1) Director of Finance & Administration or delegate
 - (2) Vice President Student Issues or delegate
 - (3) Vice President Community Engagement or delegate
 - (4) Director of Student Development
- d) Policy Coordinator
 - i) The Hiring panel for the Policy Coordinator shall consist of
 - (1) Director of Finance & Administration or delegate
 - (2) Chair of the Board
 - (3) Speaker of Council
 - (4) President/CEO
 - (5) Director of Student Development
- e) Business Development Coordinator
 - i) The Hiring panel for the Business Development Coordinator shall consist of
 - (1) Director of Finance & Administration or delegate
 - (2) Vice President Finance / Secretary-Treasurer or delegate
 - (3) Director of Finance
- f) Speaker of Council
 - i) The Hiring panel for the Speaker of Council shall consist of
 - (1) Two (2) CUSA Councilors appointed by CUSA Council at the Annual General Meeting
 - (2) Director of Student Development
- g) Deputy Speaker of Council
 - i) The Hiring panel for the Deputy Speaker of Council shall consist of
 - (1) The same two (2) CUSA Councilors appointed by CUSA Council at the Annual General Meeting to hire the Speaker of Council
 - (2) Director of Student Development
- h) Clerk to Council
 - i) The Hiring Panel for the Clerk to Council Shall consist of
 - (1) the same two CUSA Councilors appointed at the Annual General Meeting to hire the Speaker
 - (2) Vice President Internal (non-voting, but votes in the case of a tie)
 - (3) The Director of Student Development

7) CUPE 1281

- a) Haven student employees
 - i) The hiring of Haven student employees shall be the responsibility of the Haven Books and Have Cafe Managers
- b) Ollie's student employees
 - i) The hiring of Ollie's student employees shall be the responsibility of the Ollie's Manager
- c) Rooster's student employees
 - i) The hiring of Rooster's student employees shall be the responsibility of the Rooster's Manager
- d) Carleton Disability Awareness Centre (CDAC) Administrative Coordinator
 - i) The hiring panel for the CDAC Administrative Coordinator shall consist of
 - (1) Student Services Manager
 - (2) Outgoing CDAC Administrative Coordinator, where possible
 - (3) One (1) CUSA Executive appointed by the Executive
- e) CDAC Programming Coordinator
 - i) The hiring panel for the CDAC Programming Coordinator shall consist of
 - (1) Student Services Manager
 - (2) Outgoing CDAC Programming Coordinator, where possible
 - (3) One (1) CUSA Executive appointed by the Executive
- f) Gender & Sexuality Resource Centre (GSRC) Administrative Coordinator
 - i) The hiring panel for the GSRC Programming Coordinator shall consist of
 - (1) Student Services Manager
 - (2) Outgoing GSRC Programming Coordinator, where possible
 - (3) One (1) CUSA Executive appointed by the Executive
- g) GSRC Programming Coordinator
 - i) The hiring panel for the GSRC Programming Coordinator shall consist of
 - (1) Student Services Manager
 - (2) Outgoing GSRC Programming Coordinator, where possible
 - (3) One (1) CUSA Executive appointed by the Executive
- h) Director of Hatch
 - i) The hiring panel for the Director of Hatch Programming Coordinator shall consist of
 - (1) Student Services Manager
 - (2) Outgoing Director of Hatch, where possible

- (3) One (1) CUSA Executive appointed by the Executive
- i) Mawandoseg Centre Student Leader
 - i) The hiring panel for the Mawandoseg Centre Student Leader shall consist of
 - (1) Student Services Manager
 - (2) Outgoing Mawandoseg Centre Student Leader, where possible
 - (3) One (1) CUSA Executive appointed by the Executive
- j) Racialized & International Student Experience (RISE) Administrative Coordinator
 - i) The hiring panel for the RISE Administrative Coordinator shall consist of
 - (1) Student Services Manager
 - (2) Outgoing RISE Administrative Coordinator, where possible
 - (3) One (1) CUSA Executive appointed by the Executive
- k) RISE Programming Coordinator
 - i) The hiring panel for the RISE Programming Coordinator shall consist of
 - (1) Student Services Manager
 - (2) Outgoing RISE Programming Coordinator, where possible
 - (3) One (1) CUSA Executive appointed by the Executive
- l) Wellness Centre Administrative Coordinator
 - i) The hiring panel for the Wellness Centre Administrative Coordinator shall consist of
 - (1) Student Services Manager
 - (2) Outgoing Wellness Centre Administrative Coordinator, where possible
 - (3) One (1) CUSA Executive appointed by the Executive
- m) Wellness Centre Programming Coordinator
 - i) The hiring panel for the Wellness Centre Programming Coordinator shall consist of
 - (1) Student Services Manager
 - (2) Outgoing CDAC Programming Coordinator, where possible
 - (3) One (1) CUSA Executive appointed by the Executive
- n) The Womxn's Centre Administrative Coordinator
 - i) The hiring panel for the Womxn's Centre Administrative Coordinator shall consist of
 - (1) Student Services Manager
 - (2) Outgoing CDAC Programming Coordinator, where possible
 - (3) One (1) CUSA Executive appointed by the Executive
- o) The Womxn's Centre Programming Coordinator

- i) The hiring panel for the Womxn's Centre Programming Coordinator shall consist of
 - (1) Student Services Manager
 - (2) Outgoing CDAC Programming Coordinator, where possible
 - (3) One (1) CUSA Executive appointed by the Executive
- p) Front Desk Student Employees
 - i) The hiring panel for the Front Desk Student Employees shall consist of
 - (1) Student Services Manager
 - (2) Outgoing CDAC Programming Coordinator, where possible
 - (3) One (1) CUSA Executive appointed by the Executive
- q) Social Media Coordinator
 - i) The hiring panel for the Social Media Coordinator shall consist of
 - (1) Director of Communications & Strategic Initiatives
 - (2) Director of Finance & Administration or designate
 - (3) One (1) CUSA Executive appointed by the Executive
- r) IT Administrator
 - i) The Hiring panel for the IT Administrator shall consist of
 - (1) Executive Director or Designate
 - (2) Director of Student Services or designate
 - (3) Director of Communications and Strategy or designate
 - (4) 1 Executive Member (President/CEO or VP)

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

Previous amendments:

May 6th, 2023

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

March 31, 2022

Motion to amend the Hiring Policy & Procedure

Whereas the Social Media Coordinator Role is being created

Be it resolved that Social Media Coordinator be added to CUSA 1281 Roles

Be it also resolved that the hiring panel for the Social Media Coordinator will be:

q) Social Media Coordinator

- ii) The hiring panel for the Social Media Coordinator shall consist of
 - (1) Director of Communications & Strategic Initiatives
 - (2) Director of Human Resources or designate
 - (3) One (1) CUSA Executive appointed by the Executive

Motion adopted with 3 yeas, 0 nays.

May 16, 2022

10.2 Amendment from Vice President Internal Caratao

Motion to amend the Hiring Policy

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

h) Clerk to Council

- i)The Hiring Panel for the Clerk to Council Shall consist of
 - (1) the same two CUSA Councillors appointed at the Annual General Meeting to hire the Speaker
 - (2) Vice President Internal (non-voting, but votes in the case of a tie)
 - (3) The Director of Student Development

Motion passes unanimously.

April 1, 2022

Motion to amend the Hiring Policy & Procedure

Whereas the Director of Student Services Role is being created

Be it resolved that the Director of Student Services be added to Class 2 level of Employees,

Be it also resolved that the CUPE 3011 position will remain vacant for a period of 12months pursuant to Section 12.05 of the Collective Agreement

Be it further resolved that the Hiring panel for the Director of Student Services shall consist of

f) Director of Student Services

- i) The Hiring panel for the Director of Student Services shall consist of
 - (5) Executive Director

- (6) Director of Human Resources or delegate
- (7) Vice President Community Engagement or delegate
- (8) President/CEO or delegate

Motion adopted with 3 yeas, 0 nays.

August 9th, 2022

Motion to Amend the Hiring Policy & Procedure (B-52)

WHEREAS the HR and Finance Assistant position has been created

BE IT RESOLVED that the HR and Finance Assistant positions be added to CUPE 3011 level of Employees,

BE IT ALSO RESOLVED that the Hiring panel for the HR and Finance Assistant position shall consist of

q) The Hiring panel for the HR and Finance Assistant shall consist of

(1) Director of Finance and Administration

(2) 1 other finance staff as designated by the Director of Finance and Administration

(3) President/CEO or Vice President Finance / Secretary Treasurer

(4) 1 other Senior Staff member as designated by the Director of Finance and Administration

BE IT FURTHER RESOLVED that all applicable clerical edits be made through out the policy where applicable

BE IT FURTHER RESOLVED that any references to the Director of Human Resources and Director of Finance be amended to “Director of Finance and Administration”

BE IT FURTHER RESOLVED that sections 5(b) and 5(c) be removed from the policy, and replaced with

(b) The Hiring panel for the Director of Finance and Administration shall consist of

(1) Executive Director

(2) President/CEO

(3) Vice President Internal or Vice President Finance/Secretary Treasurer

(4) Chair of the CUSA Board

(5) One CUSA Board member, if willing

Be it further resolved that all references to the Executive Director in hiring panel membership be amended to “Executive Director or designate” for the following employee categories:

- Class 1
- CUPE 3011
- Class 3

Moved: President Stoikos-Lettieri

Seconded: Vice Chair Harris

Motion passes unanimously

August 9th, 2022

Motion to Amend the Hiring Policy and Procedure (B-53)

WHEREAS the IT Administrator position has been created

BE IT RESOLVED that the IT Administrator position be added to Class 3 level of Employees,

BE IT FURTHER RESOLVED that the following sections be inserted into section 7 of the Hiring Policy and Procedure:

h) IT Administrator

i) The Hiring panel for the IT Administrator shall consist of

- (1) Executive Director or Designate
- (2) Director of Student Services or designate
- (3) Director of Communications and Strategy or designate
- (4) 1 Executive Member (President/CEO or VP)

Moved: President Stoikos-Lettieri

Seconded: Chair Simms

Motion passes unanimously

