

*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 14th Meeting of the CUSA Board of Directors**

**July 17th 2023, at 3:00 pm EDT  
Hybrid (Haven - 43 Seneca/Online)**

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

STAFF IN ATTENDANCE: Aiden Rohacek (Associate Vice-President Executive Relations),  
Dustin Rivers (Executive Director), Logan Breen (Vice President Internal), Sam Kilgour (Director  
of Student Development), Hannah Whale (Student Groups Administrator)

1. Call to Order and Land Acknowledgement

Meeting called to order at 3:15 PM

2. Disclosure of Interest

None

3. Approval of the Agenda

1. Motion to Approve the Agenda as Presented (B-160)

4. Approval of Past Minutes

1. Motion to Approve the Regular Board Meeting Minutes from June 11, 2023 (B-161)

5. Presentations/Delegations

6. Directors Reports

1. Report from the Chair on the November 2022 Version of the Judicial Policy (G-03)

2. Report from the Chair on New Internal Approvals Procedure

7. Staff Reports

1. Report from All Staff

2. Report from the President

8. Committee Reports

1. Report from the Agenda Subcommittee

2. Report from the Human Resources Subcommittee

- 2.1. Motion to Approve the Recommended Policy Changes from the Human Resources Subcommittee (B-162)

3. Report from the Finance and Governance Subcommittee

- 3.1. Motion to Approve the Recommended Policy Changes from the Finance and Governance Subcommittee (B-163)

9. Introduction of Bylaws/Policy

10. Reconsideration of ByLaws/Policy

## 11. Announcements and Correspondence

1. E-Vote for Record: Motion to Fill the Finance and Governance Subcommittee (B-158)
2. E-Vote for Record: Motion to Approve the Communications Promotional Budget (B-159)
3. Resignation of Director Johnson

## 12. New Business

1. Motion to Appoint the Recording Secretary (B-164)
2. Motion to Approve the Concurrent Offices Policy (B-165)
3. Motion to Approve the Judicial Policy (G-03) (B-166)
4. Motion to Approve the Long-Term Strategic Plan Policy (O-01, G-09) (B-167)
5. Motion to Approve the Professional Development Policy (H-43) (B-168)
6. Motion to Approve the Contractor/Subcontractor Policy (H-48) (B-169)
7. Motion to Approve the Gap Analysis Policy (H-49) (B-170)
8. Motion to Approve the Departmental Procedure Approval Policy (H-58) (B-171)
9. Motion to Approve the CUSA Board of Directors Terms of Reference (B-172)
10. Motion to Approve the CUSA Board Rules of Procedure (B-173)
11. Motion to Approve CUSA's Corporate Resolution (B-174)
12. Motion to Authorise Funds for a Sponsorship with Carleton Athletics (B-175)

## 13. In-Camera Session

1. Motion to Move to In-Camera Session (B-177)

## 14. Notice of Motion

1. Motion to Approve Studentcare's Proposal on Health Insurance Expansion Coverage

## 15. Unfinished Business and Deferred/Tabled Items

## 16. Other Business

## 17. Question and Answer Period

## 18. Adjournment

1. Adjournment (B-178)

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Appendices:

Appendix A: Report from All Staff and the President

Appendix B: E-Vote for Record: Motion to Fill the Finance and Governance Subcommittee (B-158)

Appendix C: E-Vote for Record: Motion to Approve the Communications Promotional Budget (B-159)

Appendix D: Resignation of Director Johnson

Appendix E: Proposed Concurrent Offices Policy

Appendix F: Proposed Judicial Policy (G-03)

Appendix G: Proposed Long-Term Strategic Plan Policy (O-01, G-09)

Appendix H: Proposed Professional Development Policy (H-43)

Appendix I: Proposed Contractor/Subcontractor Policy (H-48)

Appendix J: Proposed Gap Analysis Policy (H-49)

Appendix K: Proposed Departmental Procedure Approval Policy (H-58)

Appendix L: Proposed CUSA Board of Directors Terms of Reference

Appendix M: Proposed CUSA Board Rules of Procedure

Appendix N: Correspondence from Dustin Rivers (Executive Director, CUSA) – CUSA Partnership Opportunities with Carleton Athletics

**Item 3.1**

**Motion to Approve the Agenda as Presented (B-160)**

**BE IT RESOLVED** that the Agenda for the 14 July, 2023 Regular Board Meeting be approved as written.

Moved: Director Pilatwe

Seconded: President Faris

*CARRIED unanimously*

**Item 4.1**

**Motion to Approve the Regular Board Meeting Minutes from 11 June, 2023 (B-161)**

**BE IT RESOLVED** that the past minutes for the 11 June, 2023 Regular Board Meeting be approved as written.

Moved: Vice Chair Alary

Seconded: Director Pilatwe

*CARRIED unanimously*

## **Item 6.1**

### **Report from the Chair on the November 2022 Version of the Judicial Policy (G-03)**

*Presentation to be given at Board.*

- Chair Harris explained that after correspondences with the Director of Student Development, some policies had not been fully incorporated for possibly political motives.

## **Item 6.2**

### **Report from the Chair on New Internal Approvals Procedure**

*Presentation to be given at Board.*

- There was an issue explained that the new internal approvals procedure will be used to save time and get policy recommendations as quickly as possible.
- Director Pilatwe asked for further clarification on these changes. Chair Harris explained that the new procedure would put together multiple policies that subcommittees had looked at in one motion for approval.

## **Item 7.1**

### **Report from All Staff**

*Presentation to be given at Board.*

[see Appendix A]

- Executive Director Rivers explained that most of the senior staff reports are mirrored in the work of the the VPs and the President



## Item 7.2

### Report from the President

*Presentation to be given at Board. [see Appendix A]*

- President Faris explained the addition of the nine new Associate Vice Presidents and their work thus far. He discussed the developments with the health & dental plan and the four proposals sent to the University for review. The President also touched on the progress with reopening the Wing and the plan to relaunch the space in the Fall.
- Vice President Internal Breen spoke about his work regarding clubs and societies. He also touched on his work on the data management project and the interviews for the charitable initiatives manager.
- Vice President Finance Joe-Ezigbo touched on his work with the budget, creating focus groups to aid in reopening the Wing, Havens Connect co-working space business plan, and Havens parking.

## Item 8.1

### Report from the Agenda Subcommittee

*Oral presentation to be given at Board.*

- Nothing to report

## Item 8.2

### Report from the Human Resources Subcommittee

*Oral presentation to be given at Board.*

- Nothing to report

### Item 8.2.1

#### **Motion to Approve the Recommended Policy Changes from the Human Resources Subcommittee (B-162)**

**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 Human Resources Subcommittee has reviewed the following policies since the previous Regular Board meeting:

- Professional Development Policy (H-43)
- Contractor/Subcontractor Policy (H-48)
- Gap Analysis Policy (H-49)
- Departmental Procedure Approval Policy (H-58)

**BE IT RESOLVED** that the CUSA Board of Directors approves the outlined changes, attached as Appendices H, I, J, and K as written.

**BE IT FURTHER RESOLVED** that the passing of this omnibus motion permanently table on Motions B-168, B-169, B-170, and B-171.

Moved: Chair Harris

Second: Vice-Chair Alary

[see Appendices H, I, J, and K]

- Chair Harris explained that numerous HR policies will expire in 2024. To save us time, we have begun reviewing these policies now.
- For H-43, very few changes have been made aside from non-unionized staff.
- H-48 was changed to reflect WSIB.
- H-49 was changed because there is no gas analysis procedure in place.
- H-58 was proposed to be removed to HR because there is nothing on-file about this policy.
- Chair Harris ammended the motion to remove H-58.

*CARRIED Unanimously*

### **Item 8.3**

#### **Report from the Finance & Governance Subcommittee**

*Oral presentation to be given at Board.*

- Director Pilatwe explained that they reviewed four policies and the budget.
- Minor changes were made to the LTSP policy.
- The Judicial Policy had the most changes. There were many copies and inconsistencies. The Director recommended keeping PDF copies of policies to ensure unofficial edits are not made.

Item 8.3.1

**Motion to Approve the Recommended Policy Changes from the Finance and Governance Subcommittee (B-163)**

**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 and Governance Subcommittee has reviewed the following policies since the previous Regular Board meeting:

- Concurrent Offices Policy
- Judicial Policy (G-03)
- Long-Term Strategic Plan Policy (O-01, G-09)

**BE IT RESOLVED** that the CUSA Board of Directors approves the outlined changes, attached as Appendices E, F, and G as written.

**BE IT FURTHER RESOLVED** that the passing of this omnibus motion permanently table on Motions B-165, B-166, and B-167.

Moved: Chair Harris

Second: Director Pilatwe

- President Faris explained that the LTSP was approved by Council. These changes would need to be sent back to Council for approval. The old format will be followed for now until Council can approve it in September.
- Chair Harris will go through the track changes with Director Pilatwe to make sure that the changes are properly reflected.
- Chair Harris explained that Judicial and LTSP are bicameral and will need to be sent to Council for approval.

*CARRIED unanimously*

[see Appendix E, F, G]

### **Item 11.1**

#### **E-Vote for Record: Motion to Fill the Finance and Governance Subcommittee (B-158)**

[see Appendix B]

- Chair Harris explained that there was a resignation from this committee and the Board so there was a vote to fill this committee. This e-vote was unanimous.

### **Item 11.2**

#### **E-Vote for Record: Motion to Approve the Communications Promotional Budget (B-159)**

[see Appendix C]

- Due to the budget taking time to approve, the communications team needs fast-tracked approval of their budget.

### **Item 11.3**

#### **Resignation of Director Johnson**

[see Appendix D]

- Chair Harris explained that they had received a resignation letter from Director Johnson. The Board will need to fill these spaces in the coming months.

### **Item 12.1**

#### **Motion to Appoint the Recording Secretary (B-162)**

**WHEREAS** the CUSA Board of Directors is required to have a Recording Secretary as an officer of the Board,

**AND WHEREAS** the CUSA Board approved the creation of the Associate Vice Presidents and mandated the AVP Executive Relations to be the Recording Secretary of the Board.

**BE IT RESOLVED** that the Associate Vice President Executive Relations Aiden Rohacek be appointed as the Recording Secretary to the Board.

Moved: Chair Harris

Second: President Faris

*CARRIED unanimously*

**Item 12.2**

**Motion to Approve the Concurrent Offices Policy (B-165)**

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

**AND WHEREAS** the Concurrent Offices Policy was last reviewed by CUSA Board of Directors on 11 September, 2023 and is to be reviewed no later than 1 May, 2023

**BE IT RESOLVED** that the CUSA Board of Directors approves the Concurrent Offices Policy, attached as Appendix E, as written.

Moved:

Second:

[see *Appendix E*]

**Item 12.3**

**Motion to Approve the Judicial Policy (G-03) (B-166)**

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

**AND WHEREAS** the Judicial Policy (G-03) was last reviewed by CUSA Board of Directors and CUSA Council on 28 November, 2023 and is to be reviewed no later than 1 May, 2023

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

Moved:

Second:

[see *Appendix F*]

**Item 12.4**

**Motion to Approve the Long-Term Strategic Plan Policy (O-01, G-09) (B-167)**

**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 Long-Term Strategic Plan Policy (O-01, G-09) was last reviewed by CUSA Board of Directors and CUSA Council on 9 August, 2022 and is to be reviewed no later than 1 May, 2023

**BE IT RESOLVED** that the CUSA Board of Directors approves the Long-Term Strategic Plan Policy (O-01, G-09), attached as Appendix G, as written.

Moved:

Second:

[see *Appendix G*]



**Item 12.5**

**Motion to Approve the Professional Development Policy (H-43) (B-168)**

**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 Professional Development Policy (H-43) was last reviewed by CUSA Council on 29 March, 2022 and is to be reviewed no later than 1 May, 2024

**BE IT RESOLVED** that the CUSA Board of Directors approves the Professional Development Policy (H-43), attached as Appendix H, as written.

Moved:

Second:

*[see Appendix H]*

**Item 12.6**

**Motion to Approve the Contractor/Subcontractor Policy (H-48) (B-169)**

**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 Contractor/Subcontractor Policy (H-48) was last reviewed by CUSA Council on 1 April, 2022 and is to be reviewed no later than 1 May, 2024

**BE IT RESOLVED** that the CUSA Board of Directors approves the Contractor/Subcontractor Policy (H-48), attached as Appendix I, as written.

Moved:

Second:

[see *Appendix I*]

**Item 12.7**

**Motion to Approve the Gap Analysis Policy (H-49) (B-170)**

**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 Gap Analysis Policy (H-49) was last reviewed by CUSA Council on 1 April, 2022 and is to be reviewed no later than 1 May, 2024

**BE IT RESOLVED** that the CUSA Board of Directors approves the Gap Analysis Policy (H-49), attached as Appendix J, as written.

Moved:

Second:

[see *Appendix J*]

## Item 12.8

### **Motion to Approve the Departmental Procedure Approval Policy (H-58) (B-171)**

**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 Departmental Procedure Approval Policy (H-58) was last reviewed by CUSA Council on 1 April, 2022 and is to be reviewed no later than 1 May, 2024

**BE IT RESOLVED** that the CUSA Board of Directors approves the Departmental Procedure Approval Policy (H-58), attached as Appendix K, as written.

Moved: President Faris

Second: Vice-Chair Alary

[see *Appendix K*]

- The Director of Student Development explained that some departmental procedure policies are on file. As such, he recommended keeping this policy. The Director of Student Development wants to use this policy to put many of our standard practices in writing.
- President Faris explained that he thought this policy would burden the departments and thus recommended repealing the policy. The idea was to give more autonomy to departments and their heads. President Faris does not want to force departments to create procedures and make additional work.
- Vice-Chair Alary echoed the comments of President Faris. Alary commented that the policy is too strict and adds a layer of administration. He suggested removing this policy.
- The Director of Student Development expressed concern that if this policy is removed, it would remove the ability of departments to make their own policies and could give departments less autonomy.
- Director Pilwate asked the President to elaborate on the monitoring clause. President Faris explained that submitting a department procedure to the Board every year would make the Board the arbitrator for departments. The President believes that this is unreasonable.
- Chair Harris suggested removing the monitoring clause while keeping the rest of the policy to allow departments to retain the ability to make policies.

- Executive Director Rivers suggested keeping a shared drive of departmental procedures, so the department head would include a notice of change in their staff report whenever there is a change. Director Pilatwe expressed support for this. Chair Harris questioned why this would need to be in writing rather than just a practice.
- President Faris recommended making the Executive Director oversee the departmental procedures because board oversight would be overstepping.
- Chair Harris amended the monitoring section to a record-keeping clause that puts the responsibility of departmental procedures in the hands of the Senior Manager. Director Pilatwe, Vice-Chair Alary, and the Executive Director debated on the specifics of these amendments. The Board agreed on the final form of this motion.

*CARRIED unanimously*

### **Item 12.9**

#### **Motion to Approve the CUSA Board of Directors Terms of Reference (B-172)**

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

**AND WHEREAS** the CUSA Board of Directors Terms of Reference was last reviewed by CUSA Council on 8 March, 2022 and is to be reviewed no later than 1 May, 2023

**BE IT RESOLVED** that the CUSA Board of Directors approves the CUSA Board of Directors Terms of Reference, attached as Appendix L, as written.

Moved: Chair Harris

Second: Vice-Chair Alary

[see *Appendix L*]

- Chair Harris explained that after a full board cycle, it is time to combine theoretical ideas and what was used in practice.
- The CUSA Council delegate was removed because Council should not dictate board operations.
- Policy names were updated.
- Amendments that no longer apply were removed.

*CARRIED, Vice-Chair Alary abstained*

## Item 12.10

### **Motion to Approve the CUSA Board Rules of Procedure (B-173)**

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

**AND WHEREAS** the CUSA Board of Directors Terms of Reference was last reviewed by CUSA Council on 8 March, 2022 and is to be reviewed no later than 1 May, 2023

**BE IT RESOLVED** that the CUSA Board of Directors approves the CUSA Board of Directors Terms of Reference, attached as Appendix M, as written.

Moved: Chair Harris

Second: Vice-Chair Alary

[see *Appendix M*]

- Chair Harris explained that many of the changes were updating the rules of procedure to reflect common practice, new roles, and better semantic choices.
- President Fairs questioned why the agenda committee was removed. Chair Harris explained that there is a separate Agenda Subcommittee policy that properly reflects the functioning of the subcommittee.
- President Faris expressed a desire to have in-camera agendas sent to the Vice President Internal. Chair Harris responded by wanting as few hands on in-camera information as possible. The Vice President Internal explained that he wants any public-facing policies that were amended within in-camera sessions to be shared with the Vice President Internal and the Director of Student Development so a proper record of amendments can be kept.
- To address the concerns of the President and Vice President Internal, Chair Harris amended the policy to notify the Vice President Internal of changes made to public-facing policies. Director Pilatwe was concerned that sharing the changes made would violate the secrecy of an in-camera session.
- Vice-Chair Alary proposed amending section 8 to allow motions to fill subcommittees as the practice has already been used.
- President Faris questioned if it is healthy to review the rules of procedures each year. President Fairs wanted to amend the review date to two years, but Director Pilatwe wanted to keep the date to 2024. The consensus was to keep the review date to 2024.

CARRIED unanimously

**Item 12.11**

**Motion to Approve CUSA's Corporate Resolution (B-174)**

**WHEREAS** CUSA requires ongoing and consistent management of its investment portfolio

**BE IT RESOLVED** that the CUSA Board of Directors delegates *trading authority* for CUSA's investment portfolio to the resolved signing authorities of the corporation.

Moved: Chair Harris

Second: President Faris

- Executive Director Rivers explained that this is an administrative issue. If CUSA wants to make any adjustments to the investment portfolio, Scotiabank needs a resolution.

*CARRIED unanimously*

**Item 12.12**

**Motion to Authorise Funds for a Sponsorship with Carleton Athletics (B-175)**

**WHEREAS** Athletics are an important component of the student experience at Carleton University.

**BE IT RESOLVED** that the Board authorises the spending of up to \$35,000 to sponsor Carleton Athletics.

Moved: Vice-Chair Alary

Second: Director Pilatwe

[see *Appendix N*]

- President Faris explained that this is a continuance of a partnership from the previous year. Negotiations are ongoing with athletics.

- Vice-Chair Alary recommended amending the sponsorship limit to \$35,000 as athletics' counter-proposal will likely be higher.
- The budget was amended from \$25,000 to \$35,000.

*CARRIED unanimously*



**Item 13.1**

**Motion to Move to In-Camera Session (B-176)**

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

Moved: Chair Harris

Seconded: Vice-Chair Alary

*CARRIED unanimously*

**Item 14.1**

**Notice of Motion: Motion to Approve Studentcare's Proposal on Health Insurance Expansion Coverage**

*Oral presentation to be given at Board.*

**Item 18.1**

**Adjournment (B-177)**

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

Moved: Vice-Chair Alary

Seconded: Director Pilatwe

*CARRIED unanimously*

## APPENDIX A:

### Report from All Staff

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401 University Centre, 1125 Colonel By Drive, Ottawa, ON K1S 5B6

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### Joint CUSA Senior Staff Board/Council Report

**Date:** Jul 11, 2023

**Name of Department:** Executive Director

#### **Summary of main tasks:**

1. Continued to perform Director of Student Services main tasks
2. Working with Dir. of Student Development and President to advocate with the University on using H&D restricted fund for Internal Audit of Health and Dental Plan
3. Started Onboarding for new Service Centre Coordinators
4. Working with Dir. of Student Development on new Service Centre Coordinator training
5. Continued to lead 1281 Collective Bargaining
6. Advising on additional Union related matters
7. Continued onboarding and coaching for New Director of Finance
8. Continue to develop new Budget Structure for 2023/24 and update and involve new VPF to the process and progress (presented July 17th)
9. Administered Summer Jobs Grant positions fulfillment
10. Conducted Konica Minolta Security Posture review with VP Student Issues
11. Presented with Dir. of Comms, Athletics sponsorship proposal to Executive
12. Participated in Policy Review meetings with Finance & Governance Subcommittee
13. Lead development of Data Management Plan for acquisition of consent driven Student List
14. Continued to build relationships with various Campus Stakeholders
15. Led an investment review with Scotia Wealth, VPF, and Dir. of Finance
16. Holidays Jul 12, 2023 - Jul 17, 2023

#### **Financial impact (if any):**

- Operating Budget

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

- None at this time

**Date:** Jul 11, 2023

**Name of Department:** Development & Governance

**Date:** Jul 11, 2023

**Name of Department:** Finance

**Summary of recent accomplishments and current activities:**

1. Attended University onboarding event to meet Carleton U's student services team to meet and greet, find out about the programs they run and see where we can support each other.
2. Interviewed candidates for A/R position vacated by Jean Cheng's retirement. Applicants narrowed down for a second interview and an offer was made to candidate July 6 - waiting on acceptance.
3. Interviewed candidates for AVP Student Funds position.
4. Interviewed candidates for Supervisor Service Centres position.
5. Bank Reconciliations – Catching up on outstanding reconciliations of both Scotiabank chequing and savings accounts.
6. Audit preparation – Providing external auditor documentation requests and following up on ad hoc analysis.
7. Reviewed Executive training and On-boarding process.
8. Attended Personal Strengths Analysis with Executives and Senior Management - hosted by Sam Kilgore.
9. Reviewed Judicial Policy and Concurrent Offices Policy as part of the Finances and Governance Sub Committee.
10. Executive Director, VP Finance and I met with ScotiaBank Wealth Management to review current investment portfolio and plan for maturing GICs.
11. Reviewed FY2024 Budget development.

**List of activities in progress and upcoming events:**

- 1) Training new A/R staff
- 2) Audit - Coordinate reporting with external auditor

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

**Date:** Jul 11, 2023

**Name of Department:** Human Resources

**Date:** Jul 11, 2023

**Name of Department:** Communications & Strategy

## Report from the President

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### Summary of recent activities and accomplishments

#### President

1. Health and Dental Plan resolution of 4 different proposals
2. The Wing soft launch for Fall
3. Rainbow Crosswalk work has started
4. Data Management Management and Policy with VP Internal
5. CI Interviews
6. CUSA Awards Policy Review
7. **AVPs:**
  - i. **ER:** SIC Conference, Check-ins with AVPs, Health and Dental Plan Proposal, Board Operations
  - ii. **U&A:** Course Registry, Data Management, OSAP Report
  - iii. **GA:** Rainbow Crosswalk signatories, Waterloo Attack Letter, CUSA Awards, Grants applications

#### VP Finance

1. Budget Preparations
2. The Wing Soft Launch
3. Haven Connect
4. AR Interviews
5. **AVP SF:** Grant Applications

#### VP Internal

1. Council Training
2. Data Management
3. Policy Organisation
4. CUSA Awards
5. Club Interviews
6. **AVP SG:** Club Features for Instagram, Clubs Storage, Club Events Calendar

#### VP Student Issues

1. Capital Pride
2. Tailwind/ Health and Dental Plan
3. Campaigns Finalisation
4. SSS Interview
5. **AVP Campaigns:** Campaigns Planning

## **VP Community Engagement**

1. Athletics Partnership
2. Service Centre onboarding and transition
3. **AVP EA:** Firework partnership with Ottawa SA/SU

## **VP Student Life**

1. Fall O: Promo Items, Planning, Service Centres
2. Promotional Order
3. Athletics Sponsorship
4. Chonk Nation
5. **AVP SE:** Chonk Nation recruitment and management Plan, Promo items for CN

## **List of current Activities in progress and upcoming activities**

### **President**

1. Strategic Roadmap
2. Health and Dental Plan (x4)
3. The Wing Launch

### **VP Finance**

1. Health and Dental Plan proposal
2. Haven Connect
3. The Wing Launch

### **VP Internal**

1. Executive Composition Committee
2. Clubs Storage
3. Getting committees started: UA/ LTSP
4. Social Media content for

### **VP Student Issues**

1. Capital Pride
2. Working with the ISSO

### **VP Community Engagement**

1. Embassy Tours
2. Supervisor of Student Services Onboarding
3. Service Centre Strategic Planning

### **VP Student Life**

1. Chonk Nation Recruitment
2. Working towards completion of Fall-O planning



**APPENDIX B:**

**E-Vote for Record: Motion to Fill the Finance and Governance Subcommittee (B-158)**

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**Motion to Fill the Finance and Governance Subcommittee (B-158)**

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

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

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

**BE IT FURTHER RESOLVED** that the following Director fill the vacancy on the Finance and Governance Subcommittee:

- Vice Chair Allary

Moved: President Faris

Seconded: Chair Harris

**Motion Passed Unanimously.**

**APPENDIX C:**

**E-Vote for Record: Motion to Approve the Communications Promotional Budget (B-159)**

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**Motion to Approve the Communications Promotional Budget (B-159)**

**BE IT RESOLVED** that the CUSA Board of Directors approve the proposed communications budget line (CM-6150) of \$35,000 to support the procurement of Fall Orientation kits.

Moved: Chair Harris

Seconded: Director Jajo-Yacoub

**Motion Passed Unanimously.**

## APPENDIX D:

### Resignation of Director Johnson

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Dear Board Chair Mx. Harris,

Please accept this letter as a formal resignation from my position as a board director of the Carleton University Student Association. My last day will be Friday, June 30th, 2023. I have decided to do so as I do not have the mental space to juggle so many jobs at once. I sit on an executive of another club and work full time where I am one person doing a job that should be split among 4 people, and am getting incredibly overwhelmed trying to manage everything at once.

This is a very hectic time in my personal life, and I believe it is crucial for me to dedicate myself to the issues that are transpiring at this moment. I truly have loved being the director for such a wonderful organization, and I thank you for the opportunity. I know I am a better person from the experience. I really appreciate you and all the other board members and believe that what you're doing is amazing, but I think that it may not be the right fit for me personally.

Please do not hesitate to let me know if there are any specific duties you would like me to attend to before my termination. You can feel free to call me at [REDACTED] if you need to speak with me.

I wish you all the best, and hope that our paths cross in the future.

Warm regards,  
Megan Johnson

## APPENDIX E:

### Proposed Concurrent Offices Policy

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#### Concurrent Offices Policy

Authority: CUSA Board	Date Ratified: March 22nd, 2022 <sup>[SP1]</sup> <sup>[SP2]</sup>
Previous Amendments: N/A <sup>[SP3]</sup>	Date Review: January 2022 <sup>[SP4]</sup>
	Next Review Date: May 2023 <sup>[SP5]</sup>
Review Committees: <sup>[SP6]</sup>  CUSA Board	Delegates: <sup>[SP7]</sup>  Director of Human Resources

#### 1) Objective

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

#### 2) Definitions

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

- a) Full-time Staff: Any individual employed **for more than 25hr/week.** <sup>[SP8]</sup> by CUSA that is a member of CUPE 3011 or senior management (which include the President/CEO, Executive Director, Director of Human Resources,

Director of Finance, Director of Communications & Strategic Initiatives, and Director of Student Development)

- b) CUSA Executives: Any individual elected to the roles of President/CEO, Vice President Finance / Secretary-Treasurer[SP9] [SP10] , Vice President Internal, Vice President Student Life, Vice President Student Issues, and Vice President Community Engagement
- c) Chair or Chair of the Board: The Chair of the CUSA Board, as selected by the members of the CUSA Board
- d) Board Member: **CUSA Board Directors**, as appointed by CUSA Council, including the Ex-Officio members of President/CEO & Vice President Finance / Secretary-Treasurer

### 3) Stipulations

- a) No CUSA Executives or CUSA Full-time Staff may hold roles within other student representative bodies at Carleton University, including the Rideau River Residence Association (RRRA), the Carleton Academic Student Government (CASG), or the Graduate Student Association (GSA)
- b) No CUSA Full-time Staff may be employed by the University while employed by CUSA
- c) Board members and the Chair of the Board may not hold positions which require them to have a fiduciary responsibility to another entity on campus, including RRRA, CASG, the GSA, or Carleton University

### 4) Policy Administration

- a) CUSA Human Resources and the CUSA Finance Office shall make the above stipulations clear in all job postings and job contracts where relevant. Contracts shall be binding, and a breach of the agreed terms of the contract shall render the contract null and void.

- b) Where an individual is hired or appointed while compliant with this policy and gains a role which puts them in breach of this policy, the employee shall be notified by either their **direct** supervisor<sup>[SP11]</sup>, the CUSA Director of Human Resources, the CUSA Executive Director, or the CUSA President/CEO, they have a period of up to two (2) weeks to come into compliance with this policy before the employment contract shall be null and void.
  
  - c) The CUSA Executive Director will inform Board Members of this policy and allow a grace period of up to two (2) weeks for newly appointed Board Members to come into compliance with this policy before beginning removal procedures as outlined in CUSA ByLaw.
- 

[SP1]Date that the CUSA Board approves the policy

[SP2]Remains as is

[SP3]Next Board Meeting

[SP4]Today's date

[SP5]2 years from now ... will confirm with Chair at next CUSA Board Meeting

[SP6]Add "Finance and Governance Subcommittee"

[SP7]List all members in the committee?

[SP8]Definition will align with CUPE 3011 Collective Agreement

[SP9]The roles are interchangeable / mean the same thing?

[SP10]Yes, he is both

[SP11]Is this supposed to say "direct supervisor"?

## APPENDIX F:

### Proposed Judicial Policy (G-03)

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Judicial Policy <sup>[SP1]</sup>	G-03
LONG TITLE A Policy Respecting the Judicial Branch of the Association	DATE OF ENACTMENT <b>January 2023</b> <sup>[SP2]</sup>
	LAST AMENDED <b>17 July 2023</b>
REFERENCE No. G-03	NEXT REVIEW <b>June 2025</b>
CATEGORY Governance	COMPETENT CHAMBER Bicameral

#### MANDATE

This Policy shall govern the free and independent judicial institutions of the Association, their composition, rules of order, and authority. It follows from *Bylaw III* of the old Association Bylaws. This Policy shall be reviewed every two years by Council<sup>[SP4]</sup> **and the Board**.

#### INTERPRETATION

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

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

“appellant” means the person or group who initiated the matter before the Tribunal;

“chair” or “tribunal chair” is hired to serve in this role by the Tribunal Chair Hiring Committee. The responsibilities of the Tribunal Chair, in addition to **their** [SP5] duties as a regular Tribunal Member, include administrative duties, coordinating the other Tribunal Members and making rulings on procedural issues. The Tribunal Chair’s vote on a Judgment is of equal weight to the vote of **each** [SP6] Tribunal Member;

“case” means any proceeding before the Tribunal.

**“chair” means the Chair of the tribunal;**[SP7]

**“Chief Returning Officer” [SP8] means the person appointed to manage and administer all aspects of CUSA elections**

“day” means a calendar day;

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

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

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

“Panel” means the group of Tribunal Members brought together for the purposes of adjudicating a Case. Panels shall consist of an odd number of **ABMs**[SP9];

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

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

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



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

“(a) tribunal” means a judicial body;

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

“Tribunal Member” means a voting member of the Tribunal, including the Tribunal Chair. **All tribunal members have equal voting rights.**

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

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

#### GENERAL PRINCIPLES

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

4 Every tribunal and judicial body of this Association shall operate, wherever reasonable and applicable to the case considered, according to the principles and decisions of Canadian administrative law.

5 No one can be a party or advocate for a party before a Tribunal who is not an undergraduate student at Carleton University. A party may represent themselves.

6 No decisions or orders of a tribunal or judicial body of this Association shall, in truth or perception, override the decisions or orders of the Courts of Canada and Ontario, or the decisions and orders of disciplinary bodies of Carleton University.

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

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

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

## Part One — The Students' Tribunal

### Division I — Organization

#### COURT OF FINAL APPEAL

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

#### Authority

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

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

9 All decisions of the Tribunal are final, binding, and conclusive without question or appeal to any body of this Association, barring a change to the legislation on which the decision rested.

10 Valid appeals include, but are not limited to, those from

(a) Chief Returning Officer;[SP10]

(b) Council;

(c) the Board;

- (d) the Clubs Oversight Commission; and
- (e) the Social Media Moderation Commission.

11 Appeals are limited to where the body of first instance:

- (a) makes a mistake of fact;
- (b) renders a decision that is unreasonable or disproportionate;
- (c) makes a mistake of law;
- (d) makes a mistake of both law and fact; or
- (e) acts in a manner amounting to a miscarriage of justice.

12 No appeal is valid that fails to identify an error in judgement or decision of the lower body and merely engages in forum-shopping or dissatisfaction with the decision.

13 The Tribunal shall be the court of first instance for:

- (a) individuals alleged to:
  - (i) violate the Association's *Bylaws*, Policies, or Procedures, except where concerning clubs;
  - (ii) violate any rule, resolution or regulation passed by Council or the Board; or
  - (iii) any behaviour deemed unbecoming to a student-at-large except where otherwise provided in Part Two;
- (b) reference questions given to the Tribunal by resolution of Council, the Board, any member of the Executive, or petition of more than 50 students-at-large, including any question on Council, the Board, and legislative interpretation; or
- (c) at the petition of twenty-five student-at-large, the review of any motion, resolution, or Policy provision approved by Council, the Board, or the Executive Council that is alleged to exist in contravention of the *Bylaws*.

14 The Tribunal shall follow from the Constitutional Board formerly extant and shall inherit the management of documents and other effects thereof.[SP11]

#### MEMBERS OF THE TRIBUNAL

15 The tribunal shall have seven members, of which

- (a) four shall be recent graduates of Carleton University currently attending law school who were never Association Executives or senior employees, with preference towards those attending nearby common-law institutions; and
- (b) three shall be students-at-large who are not themselves Councillors, Directors, Executives, nor voting members on Committees, Commissions, or other Tribunals of this association, with preference towards those who have some experience or education in law and who are not Executives of CUSA-certified clubs.

16 If no appropriate applicants may be found under s. 15 (b), the Elections Adjudication Tribunal [SP12] may be filled with recent graduates of Carleton University, B.A. Law, who were never Association Executives or senior employees.

17 (1) Members of this Tribunal shall serve two-year terms, except in the first year of its formation, where some shall be designated by Council to have their term of service close after one year.

(2) Members must remain eligible under s. 9 and no one shall be elected who is not expected to remain eligible.

s. 9

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

s. 15, (a) and (b)

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

19 The members of the Tribunal shall be appointed by Council **no later than the second regular meeting following the AGM**, [SP13] according to the advice of a nominating committee on the legal knowledge and analytical skills of candidates.

20 This nominating committee shall be constituted as the Judicial Candidates Investigatory Committee, from whose suggestions Council must appoint the Tribunal members. Specifically:

- (a) The Committee shall refer to Council not less than nine candidates, from whose number Council shall appoint seven members and two alternates; and
- (b) The Committee shall further nominate candidates for both Chair and Vice-Chair of the Tribunal.

21 This nominating committee shall consist of:

- (a) three Councillors, **selected by Council**;
- (b) two Directors, **selected by the Board**;
- (c) the Vice President Internal and Director of Student Development, as non-voting resource members.

22 Members of the Tribunal may be removed for cause, by either the Chair or the Director of Student Development, following all appropriate human resources measures.

23 Members of the Tribunal may be dismissed by two-thirds resolution of Council.

#### QUORUM AND PANEL SELECTION

24 Quorum is met with a panel of three, five, or all seven members of the Tribunal for any given hearing, which shall constitute a panel of the Tribunal.

25 (1) The members of a panel shall be determined by consensus of the full Tribunal.

**25 (2) For the Elections Adjudication Tribunal, the Chair of that Tribunal must be a member of every panel.**[SP14]

26 Notwithstanding s. 25, the Chair of a Tribunal may, if deemed necessary, require a sitting of the full tribunal of all its members.

27 Panel members shall be present throughout the entire oral arguments, and no member who is absent for a significant part of the hearing may take part in the decision.

28 If quorum is in any way not found on the date of the hearing but before oral arguments, any other members of the Tribunal may replace the members of the Panel.

29 If the Tribunal Chair is a member of the panel they shall be the Panel Chair unless they step down to allow another Chair to be elected.

30 Each panel where the Tribunal Chair is not presiding shall elect amongst themselves a Panel Chair to preside over the Case.

#### Division II — General Tribunal Proceedings

#### PARTIES AND ADVOCATES

31 The Appellant and Respondent may each designate another student-at-large to represent them as their advocate.

32 No advocate may be paid for their service, nor may they hold a Juris Doctor (J.D.) or be licenced in any jurisdiction to practice law or provide any legal services.

33 The Vice President Internal, or designate, shall represent the Association at all hearings of the Tribunal where the Association itself is a Party.<sup>[SP15]</sup>

34 The Association itself shall be the Appellant in a case when an individual is alleged to have committed a s. 13 (a) violation

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

35 The Association itself shall be, as appropriate, the Appellant or Respondent in a case when an appeal is made from any lower judicial body.

36 Repealed.

37 Repealed.

38 Repealed.

39 Repealed.

40 (1) Repealed.

40 (2) Repealed.

## CASES

### Record

41 Every case shall be recorded as follows: the name of the Appellant, then *versus*, followed by the name of the Respondent, closing with the year in simple brackets.

42 Every reference case shall be recorded as follows: the word "Reference," then *re*, followed by the nature of the reference, closing with the year in simple brackets.

### Application for First-Instance Hearing

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

### Application for Appeal

44 There shall be a publicly available application form for an appeal to the Students' Tribunal from any inferior or lower body, and any Parties at a lower body shall be made aware of this form at the time the lower decision is rendered. **The application form for** appeal must be submitted within seventy-two (72) hours of the lower decision being **rendered**.<sup>[SP16]</sup>

45 Every hearing shall be publicly accessible to all students-at-large, where the Chair **or Panel Chair** reserves the right to expel or bar any individual who is disruptive to the proceedings of the Tribunal.

46 Proceedings shall be initiated when the appropriate appeal form is filed to the Tribunal Chair by the Appellant;

- (a) Petitions on behalf of the Association as a whole may be brought by the member of the Association Executive initiating a matter in conjunction with the President of the Association, by a majority vote of Council, **or a majority vote by the Board**.

(b) The Tribunal shall decide within forty-eight (48) hours after receiving the Appellant's application whether it has jurisdiction to hear an action brought before it;

(c) The Tribunal shall then either:

- (i) Refuse to hear the appeal, thus informing the Appellant of the failure of the application; or
- (ii) Give leave to hear the appeal, thus informing the Appellant of the success of the application, informing the Respondent of the existence of a pending Case against them and its basis.

#### Pre-Hearing Considerations

47 The Appellant and Respondent may submit written submissions prior to the oral hearing, according to a template drafted and made available to the parties, attached as a Schedule to this Policy.

48 Written submissions from the Appellant, Respondent, and any Intervenors shall be submitted to the Chair of the Tribunal not less than three days before a Hearing.

49 A list of Witnesses shall be submitted to the Chair of the Tribunal not less than three days before a Hearing, and distributed to the parties not less than one day before the Hearing.

50 No Hearing may be called to order without seven days' notice to the parties.

51 A Hearing shall commence with a call to order from the Panel Chair following a good-faith effort to schedule the time for the Hearing with both parties.

#### Division III — Hearings

##### ORDER OF PROCEEDINGS

52 Every Hearing shall deal with a separate case, though Hearings may be held successively.

53 The Panel may, at their discretion, modify the general oral hearing procedure as they see fit, given that a copy of the procedures shall be provided to the participants no less than three days prior to the hearing.



54 Opening statements from the appellant and respondent will be heard, in that order. They may be limited to a certain time at the discretion of the Tribunal, but not less than five minutes.

55 There shall be a time for the parties to enter items into evidence before the Tribunal, according to the general principles of evidence acceptance.

56 Thereafter, the appellant and respondent may each have the opportunity to call witnesses and ask questions of them, according to the general principles of witness questioning.

57 Closing statements from the appellant and respondent will be heard, in that order. They may be limited to a certain time at the discretion of the Tribunal, but not less than five minutes.

#### ADDITIONAL PROCEDURAL CONSIDERATIONS

##### Intervenors

58 The Chair of the Tribunal, or a majority of its members, may accept intervening parties to offer a written and/or oral statement before the Tribunal at any Hearing.

59 Notwithstanding the above, the President of the Association, the Speaker of Council, the Chair of the Board and the University Ombudsperson shall retain the right to offer intervening statements, subject to the same limits for time and form as the above.

60 Any parties wishing to intervene may submit an application to intervene within three days of receiving notice of a Hearing, and shall be approved not less than three days before the Hearing shall be held.

61 Applications to intervene shall be made available on the Association website at the same time as a Hearing is approved and announced by the Tribunal.

##### Preliminary Conference

62 The Parties to the dispute and members of the Panel may, time permitting, meet in a preliminary conference and discuss informally, including but not limited to:

- (a) arranging an agreement on non-contentious facts of the dispute;

- (b) explanation of hearing procedures; and
- (c) setting a date for the hearing.

#### Independent Arbitrator

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

#### CONFIDENTIALITY

- 67 If a Party or Witness to a case wishes to remain anonymous, they may apply to the Panel Chair adjudicating their Case with reasons for such status before the commencement of the oral Hearing.
- 68 Anonymity may be granted if the Panel Chair decides the individual requires protection from slander, libel, or personal attack, **or to prevent the public disclosure of medical information** [SP17] or extenuating personal circumstances.
- 69 (1) In Cases where anonymity has been granted, the oral hearing shall be closed to the public and press and the anonymous individual shall only be referred to by their initials, or if their initials are also unduly identifying, by a pseudonym, in the written decision.
- (2) The written judgement shall still be published publicly but with the private information redacted.

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

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

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

## DECISIONS

### Written and Oral Decisions

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

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

74 Every decision must follow a vote by the members of the Panel. The Panel may [SP18] vote to allow an appeal, dismiss an appeal, or to give their answer to a reference question.

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

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

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

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

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

#### Emergency Proceedings

78 A two-thirds resolution of the Tribunal may waive the timing and notice requirements in this Policy in order to expedite the adjudicative process, given that doing so does not materially disadvantage any Party or obscure the process from public scrutiny.

79 During the election period, Tribunal Members shall be on notice that Appeals regarding election penalties may require rapid adjudication.<sup>[SP19]</sup>

80 Applications for a hearing of Elections disputes shall be approved or rejected as soon as possible by the Tribunal so as to not prejudice any candidate.

81 The Tribunal should be prepared to hear expedited hearings during the Election Period within fifteen hours of the Application made on those disputes.

#### LEGISLATIVE OVERRIDE

82 (1) Council may expressly declare in a Policy or Bylaw amendment, that the legislation or a provision thereof shall operate notwithstanding a decision rendered by the Students' Tribunal.<sup>[SP20]</sup>

82 (2) A legislative override approved in this manner must be agreed to by two-thirds of Council.

82 (3) A declaration made under subsection (1) shall cease to have effect one year after it comes into force or on such earlier date as may be specified in the declaration.

82 (4) Council may re-enact a declaration made under section (1).

82 (5) Subsection (3) applies in respect of a re-enactment made under section (4).

83 No legislative override or action of any individual may obstruct the proceedings of a case under review by any Tribunal, nor may they prevent the Tribunal in any way from engaging with their work.

#### ADMINISTRATION

## Records and Precedent

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

## Remuneration

- 87 Every member of the Students' Tribunal **or Electoral Adjudication Tribunals** [SP21] shall be entitled to compensation of not less than \$50.00 for every hearing so presided over.

## Part Two — Other Judicial Bodies

### ELECTIONS ADJUDICATION TRIBUNAL

#### Lower Court for Elections

- 88 There is established for the Carleton University Students' Association a lower judicial board for elections offences and disputes called the Elections Adjudication Tribunal.
- ~~89 — The Elections Adjudication Tribunal shall exist as the body of first instance for electoral matters of the Association, except where otherwise provided by this Policy. All parties to disputes within this Association agree that this Tribunal has the right to arbitrate~~ [SP22]

#### Members of the Tribunal

- 90 The tribunal shall have five members, of which
- (a) repealed.

(b) three, including the Chair, shall be recent graduates of Carleton University currently attending law school who were never Association Executives or senior employees, with preference towards those attending nearby common-law institutions; and

(c) two shall be students-at-large who are not themselves Councillors, Directors, Executives, nor voting members on Committees, Commissions, or other Tribunals of this association, or members or affiliates of any current or recent candidates in the concurrent election, with preference towards those who have some experience or education in law, and who are not Executives of CUSA-certified clubs.

91 If no appropriate applicants may be found under s. 90 (b), the Elections Adjudication Tribunal may be filled with s. 90 (c) members.

#### General Administration

92 The Elections Adjudication Tribunal shall follow all rules and provisions for the functioning of the Students' Tribunal, excepting those rules which deal with appeals and reference cases.

ss.

93 The Elections Adjudication Tribunal shall be empowered to issue any awards, orders, or sanctions relating to electoral offences, and continuation of candidacy.

#### QUASI-JUDICIAL BODIES

Clubs Oversight Commission - Lower Court for Clubs **and Societies**[SP23]

94 The currently extant Clubs Oversight Commission for the Carleton University Students' Association is to be considered a lower judicial board for clubs **and societies** certification and decertification, from which appeals to the Students' Tribunal are valid.

95 The Clubs Oversight Commission shall exist as the body of first instance for student group matters of the Association, except where otherwise provided by this Policy. All parties to disputes within this Association agree that this Commission has the right to arbitrate on those disputes.

96 The Clubs Oversight Commission shall be empowered to issue any awards, orders, or sanctions relating to the student groups administration, certification, and funding.

Council - Lower Court for Councillor ~~and Executive~~ Discipline

97 The Students' Council of the Carleton University Students' Association is to be considered a lower judicial board for the discipline of Councillors ~~and Executive members~~ [SP24] under its policy, from which appeals to the Students' Tribunal are valid.

98 Appeals from Discipline Committees of Council or the Board are not valid.

Board of Directors- Lower Court for Director ~~and Executive~~ Discipline

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

### Part Three — Implementation

#### ENACTMENT

100 s. 19 shall read "fifth" instead of "first" for the term where this Policy is enacted.[SP25]

s.19

#### PARAMOUNTCY

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

#### SCHEDULE OF AMENDMENTS

DATE AMENDED	MOVED	SECONDED	SUMMARY

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

[SP26]

Schedule I — Case Naming Clarification

G-03-I

AUTHORITY	Students' Tribunal	AUTHORIZED
		LAST AMENDED



n al	
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## PREAMBLE

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

## INTERPRETATION AND ADMINISTRATION

1 The following abbreviations may be used in Case naming and categorization:

“BoD” means the Board of Directors;

“COC” means the Clubs Oversight Commission;

“CUSA” means the Association;

“ET” means the Elections Adjudication Tribunal; [SP27]

“SC” means Council (the Students’ Council);

“SMMC” means the Social Media Moderation Commission;

“ST” means the Students’ Tribunal; and an appeal from any other body shall use the abbreviation commonly ascribed to it.

2 The Vice President Internal shall update all historical records of case decisions to fit the requirements of this Policy. [SP28]

## GENERAL

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

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

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

- (a) “(Chief Returning Officer)” where the case is heard at or appealed from the Chief Returning Officer
- (b) “(Council)” where the case is heard at or appealed from Council;
- (c) “(Board)” where the case is heard at or appealed from the Board;
- (d) “(Clubs Oversight Commission)” where the case is appealed from the Clubs Oversight Commission;
- (e) “(Social Media Moderation Commission)” where the case is heard at or appealed from the Social Media Moderation Commission; and
- (f) “(Vice President Internal)” for all other cases. [SP29]
- (g) “([An individual’s last name])” for all other cases.

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

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

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

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

#### STUDENTS’ TRIBUNAL

6 Under s. 34, where the Association is the Appellant, the name recorded in the case name shall be “*Carleton University Students’ Association*,” **unqualified**, [SP30] or in short, “*CUSA*.”

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

#### EXAMPLES

Students’ Tribunal

7 Valid example case names include:

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

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

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

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

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

*Tadavic v. CUSA (Elections Office) in short*<sup>[SP31]</sup>

(c) A Case at first instance:

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

*CUSA v. Slim in short*

(d) A reference case

*Reference re Motion to Amend the Bylaws (Council Membership) 2022 ST 3*

*Council Reference in short*

Chief Returning Officer

8 Valid example case names include:

(a) A Case at first instance:

*Carleton University Students' Association (Chief Returning Officer) v. Aaron R. Tadavic 2022 ET 1*

*CUSA (Chief Returning Officer) v. Tadavic in short*

Council

9 Valid example case names include:

(a) A Case at first instance:

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

*CUSA (Council) v. Slim* in short

#### Board

10 Valid example case names include:

(a) A Case at first instance:

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

*CUSA (Board) v. Slim* in short

#### Clubs Oversight Commission

11 Valid example case names include:

(a) A Case at first instance:

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

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

*In re Carleton Estonians* in short

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

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

*CUSA (VPI) v. Tadavic* in short

(b) A Case between a Club and a past executive (current student) referred to the  
Commission for mediation/arbitration:

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

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

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

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

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

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

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

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

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

*Aaron Tadavic v. Carleton Labour-Progressive Students 2022* COC 6

*Tadavic v. CLPS* in short

#### Social Media Moderation Commission

11 Valid example case names include:

(a) A Case at first instance:

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

*CUSA (Social Media Moderation) v. Magnet* in short

AUTHORITY	AUTHORIZED
Stud u d e nt s' Tr ib u n al	LAST AMENDED [SP32]

PREAMBLE

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

INTERPRETATION AND ADMINISTRATION

1 Case Decisions of the Students' Tribunal and all inferior tribunals should follow the following format:

- (a) a summary of all below items;
- (b) a record of the agreed-upon factual basis of the Case;
- (c) the jurisdictional history of the Case;
- (d) the questions or issues before the tribunal for the Case;
- (e) the holding of the tribunal's majority;
- (f) the analysis, *ratio decidendi*, or reasons for the decisions, including;
  - (i) a legal analysis of legislation and legal principles; and
  - (ii) an application to the case at bar.
- (g) any orders or recommendations of the tribunal for other bodies of the Association; and

(h) the minority or dissenting opinion, and their *ratio* and recommendations for the same.

2 The Vice President Internal shall create a standard template for every Tribunal to generally follow, subject to change by the Tribunal members. [SP33]

Schedule III — Overridden Decisions		G-03-II	
AUTHORITY	Students' Tribunal	AUTHORIZED 2022	29 August
		LAST AMENDED 2022	29 August

PREAMBLE

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

LIST

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

Case Name	Overriden	Expiry
<i>Frank McGee v. The Carleton (Managing Board) 1949 JC 3</i>	29 August 2022	August 2023
<i>Michael Monks v. Carleton University Students' Association</i>	29 August 2022	August 2023

(Vice President Internal Affairs) 2009 CB 4		
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[SP34]

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[SP1]Appeals Policy - name change suggestion

[SP2]The Board was adopted for the first time in January - previous copies existed under the informal incorporated CUSA

[R3]The new version

[SP4]By the Board?

[SP5]Make it gender neutral

[SP6]all tribunal members have an equal vote

[SP7]Eliminate - means Tribunal Chair

[SP8]Had to add the definition

[SP9]What are ABMs?

[SP10]Does not exist

[SP11]Leave it out - that Board was not a part of the formerly incorporated CUSA

[SP12]The Tribunal doesn't exist - leave out

[SP13]Leave out - complicated

[SP14]Doesn't exist

[SP15]Eliminate the clause

[SP16]Document alignment

[SP17]Eliminate this - the tribunal might not have the capacity to deal with medical information to begin with. That can be inferred under "personal circumstances"



[SP18]Just broke it up into two sentences

[SP19]Document alignment.

[SP20]Eliminate the section - the Judiciary is the final body of appeal, according to this Policy

[SP21]Doesn't exist

[SP22]Documentation alignment - and just remove the section completely

[SP23]Outdated term - just Clubs

[SP24]Document alignment

[SP25]Eliminate - we are done enacting it now

[SP26]Policy was not in effect until January 2023

[SP27]Doesn't exist

[SP28]We can leave out - doesn't seem practical

[SP29]Doesn't apply (correction made above in this Policy)

[SP30]Remove

[SP31]Doesn't exist

[SP32]Should any dates be included here?

[SP33]We can remove, consistent with the whole policy

[SP34]Eliminate - the Judicial cannot be overridden. It is the final body

**APPENDIX G:**

**Proposed Long-Term Strategic Plan Policy (O-01, G-09)**

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**Long-Term Strategic Plan Policy**

**O-1**

LONG TITLE A Policy Regulating the Creation and Implementation of Long-Term Strategic Plan	DATE OF ENACTMENT August 2022	9
	LAST AMENDED August 2022	9
REFERENCE No. O-1  CROSS-REFERENCE. G-09	NEXT REVIEW 202[1] 3	August
CATEGORY Operations, Governance	COMPETENT CHAMBER Bicameral	

**MANDATE**

This Policy shall govern the Plans created by the bodies of this Association for the long-term strategic benefit of this Association. This Policy seeks to formalize a process by which Strategic Plans can be created, adopted, and enacted by this Association, in order to form a more perfect Student Union. This Policy shall be reviewed every two years<sup>[2]</sup> by Council and the Board.

**INTERPRETATION**

**Short Title**

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

**Definitions**

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

“Committee” means the Long-Term Strategic Plan Steering Committee;

“period” means the length for which the plan applies;

“plan” or similar means the Long-Term Strategic Plan to be created by the Committee from time to time.

## GENERAL PRINCIPLES

**3** In the formation of Strategic Plans, this Association holds the following principles as desirable for the construction and formation of such plans:

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

## LONG TERM STRATEGIC PLAN STEERING COMMITTEE

**4** There shall be a Standing Committee, acting under the *Committees Policy*, known as the Long-Term Strategic Plan Steering Committee.

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

**5** The members of the Steering Committee shall be<sup>[3]</sup> :

- (a) the Chair of the Board;
- (b) the Vice Chair of the Board;
- (c) two Directors, elected by the Board;<sup>[4]</sup>

- (d) two Councillors, elected by Council;
- (e) the President & CEO (Chair);
- (f) the Vice President Finance;
- (g) the Vice President Internal;
- (h) the Vice President Student Issues, nonvoting;
- (i) the Vice President Student Life, nonvoting;
- (j) the Vice President Community Engagement, nonvoting;
- (k) the Executive Director, nonvoting;[5]
- (l) the Director of Finance and Administration, nonvoting;
- (m) the Director of Student Development, nonvoting;
- (n) the Director of Communications and Strategy, nonvoting; and
- (o) the Director of Student Services, nonvoting.

## **THE PLAN**

**6** The Association shall develop and publish a Strategic Plan for a period spanning not less than four years.

**7** The period shall start on the 1st of May in any given year.

**8** The Committee shall, in the beginning of the academic year that the last Plan ends, or, in the inaugural year that this Policy is passed, in the same year, draft this Strategic Plan according to the procedure in this Policy.

### **Development**

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

- (a) the longstanding fundamental mission statement of the Association as a whole;

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

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

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

ss. 9 (d) and 10

#### **Consultation**

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

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

#### **Passage**

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

#### **REPORTING**

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

**16** Every year, at a meeting of Council and of the Board in the Fall term, the Executives shall give a report on the status and progress of the Plan.

**17** This report shall include, at the least:

- (a) the progress in the specific strategic goals;
- (b) any recommended additions, deletions, and corrections to the goals, following a reasonable review of continuing relevance and appropriateness;
- (c) the progress in the broader vision of the period; and
- (d) a review of the adherence to the guiding principles of the Association in the past year; and
- (e) if in the last year of the period, recommendations for the next Strategic Plan following from the vision and goals of the one ending.

s. X

## **ADMINISTRATION**

### **Publication**

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

### **Distribution**

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

### **Schedules and Regulations**

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

## **OVERRIDE AND AMENDMENT**

**21** Council may, by resolution of 2/3 of its members, direct the Board to amend or rescind the Strategic Plan.

**22** A Strategic Plan that was rescinded by Council shall be replaced in the same year by a new Strategic Plan.

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## Schedule I – Sample Table Of Contents

**O-01-I**

COMPETENT CHAMBER Bo ar d	AUTHORIZED 2022	9 August
	LAST AMENDED 2022	9 August

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

<b>Introduction</b>	<b>1</b>
<b>Executive Summary</b>	<b>2</b>
<b>Mission Statement</b>	<b>3</b>
<b>Vision for 2023-2027: <i>Renewing CUSA</i></b>	<b>4</b>
<b>Strategic Goals</b>	<b>5</b>
Equity and Positive Representation	6
Independence and Strong Advocacy	8
Transparency in Policy and Finance	10
Engaging Students	11

**Schedule II – References**

**O-01-I**

COMPETENT CHAMBER Bo	AUTHORIZED 2022	9 August
ar d	LAST AMENDED 2022	9 August

**1** A Strategic Plan shall have References that resembles the following:

**REFERENCES:**

[Brock University Students’ Union - Strategic Plan, 2021-2025](#)

[Dalhousie Student Union - Strategic Planning Policy, 2019](#)

[Ryerson Students’ Union - 5 Year Strategic Plan, 2020-2025](#)

[University of Alberta Students’ Union - Strategic Plan, 2019-2023](#)

[University of Alberta Students’ Union - Bylaw 4000, Students’ Union Strategic Plan](#)

[University of New Brunswick Strategic Plan](#)

[University of Toronto Students’ Union - Operations & Finance Policies, POLICY 101 - Policy on Strategic Planning](#)

[Western University Students’ Council Strategic Plan](#)

[Wilfrid Laurier University Students’ Union - Strategic Plan, 2020-2025](#)

[StFX Strategic Plan](#)

**Brock University Students’ Union**

OUR VISION



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

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

#### OUR MISSION

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

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

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

#### OUR OBJECTIVES

**We achieve our mission by:**

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

## **Dalhousie Student Union:**

On consultation and data collection:

3.2.4 Data to be considered must include, but is not limited to:

3.2.4.1 Annual DSU Survey Results;

3.2.4.1.1 Annual DSU Survey results will be available no later than  
December 10th.

3.2.4.2 Post-secondary educational trends;

3.2.4.3 Socio-economic and demographic characteristics;

3.2.4.4 Any relevant new regulations and legislative changes;

3.2.4.5 Consultative forums and focus groups;

3.2.4.6 Current and projected DSU budgets.

## **UTSU**

AREA OFP Operations & Finance Policies

POLICY 010 Policy on Strategic Planning

OWNERS Governance Committee of the Board of Directors

AFFECTS (ALL)

OFP-010 | Policy on Strategic Planning

Preamble & Scope

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

#### Development and Review

3. The UTSU shall develop and publish a strategic plan in accordance with the following:
  1. Development shall adopt a consultative process, taking into extensive consideration the voices of the UTSU membership, board, and staff
  2. Once a draft is produced, members of the Board shall have the opportunity to review, discuss, and finalize the strategic plan before the plan is sent for final approval.
4. The UTSU shall review its strategic priorities in accordance with the following:
  1. The Executive Committee shall commence an annual review of the strategic plan, in conjunction with the staff of the UTSU, during the fall semester.
  2. Members of the Board of Directors shall be invited to working groups each winter semester, allowing for feedback and participation in the review.
  3. A report on the review shall be presented to the Board of Directors during the winter semester by the Executive Committee.
    1. Reports presented to the Board should consider the following:
      1. Progress in specific target objectives;
      2. The UTSU's progress towards achieving its broader goals, long-term objectives, and values;
      3. Whether existing projects and activities are within the parameters of the strategic plan's vision, strategy, and objectives
      4. Whether certain goals originally outlined in the strategic plan are no longer viable or relevant to the UTSU's values; or
      5. Whether certain goals should be added, changed, or removed from the mandate of the strategic plan.

2. Upon receipt by the Board of Directors at a meeting, the report shall be published on the UTSU website for posterity.

## **Western USC**

### [From Ryerson Students Union:](#)

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

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

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

### Executive Committee Meeting

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

### First Meeting

Within the first two (2) months of the Executives term they should sit down with the Executive Director and Financial Controller to strategize for the rest of the year. In this meeting, the Executives should have a clear idea of what they would like to accomplish with regards to events, campaigns, and initiatives.

Once they have their year laid out, they should consult the 5 Year Strategic Plan to create a strategy for the year that will benefit the organization and will move the RSU towards accomplishing the recommendations laid out in the strategic plan. This should be a united effort by all the executives to complete these objectives.

## Second Meeting

At the end of the Executives term, during their last month in April, the executives should get together to discuss what recommendations they worked towards this year and what they were able to accomplish. This meeting should be minuted and documentation should be provided to the next Executive Committee so they are aware of what has been completed and what still needs to be accomplished.

At this meeting, the Executives should also propose new recommendations or ways to improve the RSU based on their experience and observation over their term.

The Executive Director will be responsible to organize and provide the documentation to each incoming Executive team to help them strategize and accomplish the recommendations set out in this document.

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

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

## **From University of Alberta Students Union:**

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

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

Policy:

### 1. Purpose

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

4. Provide a framework for objective evaluation of and for its membership, its political officers, services and service providers, and business operation.

## 2. Definitions

1. For the purpose of this Bylaw:
  1. “Strategic Plan” shall mean the master plan for the Students’ Union addressing the overall organizational objectives of the Students’ Union as a whole during the life of the plan.
  2. “Executive Plans” shall mean the plans outlining the specific objectives and supporting action plans to be achieved by each voting member of the Executive Committee over the term of the current Executive Committee.
  3. “Operating Plans” shall mean the plans outlining the specific objectives and supporting action plans to be achieved by each Students’ Union department.

## 3. Obligations

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

## 4. Components of the Strategic Plan

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

## 5. Life of the Strategic Plan

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

## 6. Components of the Executive Plans

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

## 7. Components of the Operating Plans

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

## 8. Review of Executive and Operating Plans

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

## 9. Ratification and Alterations

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

## 10. Strategic Plan Steering Committee



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

## 11. Renewal of the Strategic Plan

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

## [Laurier](#)

### The Ends of the Students' Union

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

The Ends of the Students Union: The Organization exists to represent, advocate for, and support the primary stakeholders, the students of Wilfrid Laurier University, and to provide them with a holistic university experience and an enhanced student life. The costs of these benefits will be justified by the results. In no specific order of priority, students will benefit

from: An affordable, accessible, and high quality academic experience. A safe, sustainable, and empowering environment. Diverse and inclusive social interaction. Products and services that cater to the financial needs of students. The Mission, Vision, Guiding Principles, and goals of this strategic plan are intended to further specify and articulate the priorities established in the Ends

**The Organization exists to represent, advocate for, and support the primary stakeholders, the students of Wilfrid Laurier University, and to provide them with a holistic university experience and an enhanced student life. The costs of these benefits will be justified by the results. In no specific order of priority, students will benefit from: 1. An affordable, accessible, and high quality academic experience. 2. A safe, sustainable, and empowering environment. 3. Diverse and inclusive social interaction. 4. Products and services that cater to the financial needs of students.**

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should be August 2024

suggestion: 4 or 5 years - it's a long-term plan

suggestion: cutting down list

suggestion: one director + Chair

suggestion: just say "ED and 1 other staff" - making it generic. Director of Communications and Strategy kept .. so 3 staff total

## APPENDIX H:

### Proposed Professional Development Policy (H-43)

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# Professional Development Policy

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LONG TITLE	Professional Development Policy for CUSA Employees	DATE OF ENACTMENT	29 March 2022
		LAST AMENDED	17 July 2023
REFERENCE No. (See Appendix A)	H-43	NEXT REVIEW	01 August 2026
CATEGORY	Human Resources	COMPETENT CHAMBER	Board

## Intent

The intent of Carleton University Students' Association's Professional Training & Development Policy is to demonstrate its support of non-unionized employee participation in Professional Development activities, either on behalf of the Company or for personal growth.

## Guidelines

In an effort to promote career growth and continuous education among employees, Carleton University Students' Association supports Professional Development activities, both inside and outside of their regular duties. External Professional Development activities include, but are not strictly limited to:

- Professional Associations;
- Committees;
- Board of Directors.

## Development

Carleton University Students' Association employees who are interested in the partaking of Professional Development activities on behalf of Carleton University Students' Association, are required to submit a written request to the Human Resources department which shall include the following information:

- Name of the Association, Committee, Board, etc.;

- Rationale for requesting to join, or participate on the Association, Committee or Board;
- Duties required of the employee, as relevant to their role at Carleton University Students' Association.

The **Director of Human Resources-Manager** will review the written request with the President/CEO, Executive Director, and direct supervisor of the staff member to determine a decision.

Where the request is approved, the employee will be provided a written notification of approval; similarly, if the request is denied, the employee shall receive a written notification.

## **Professional Development Participation**

Employees who have received approval to participate in Professional Development activities on behalf of Carleton University Students' Association, are required to conduct themselves in accordance with the Company's Code of Conduct at all times and without exception.

At their sole discretion, Carleton University Students' Association may approve Professional Development activities to further support career growth and continuous education to assist in sustaining our diverse workforce. Professional Development options available to employees representing Carleton University Students' Association include, but are not restricted to: webinars, seminars, conferences, e-learning, and mentoring.

Where Carleton University Students' Association approves an employee to participate in Professional Development on behalf of the Company, it shall be scheduled and attended during regular working hours and on an agreed timetable, in an effort to minimize the disturbance of regular job duties.

## APPENDIX I:

### Proposed Contractor/Subcontractor Policy (H-48)

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#### Contractor/Subcontractor Safety Policy

LONG TITLE	Contractor and Subcontractor Safety Policy	DATE OF ENACTMENT	01 April 2022
		LAST AMENDED	17 July 2023
REFERENCE No. (See Appendix A)	H-48	NEXT REVIEW	01 August 2026
CATEGORY	Human Resources	COMPETENT CHAMBER	CUSA Board

#### Policy

All contractors and/or subcontractors will be required to complete a contractor agreement outlining their responsibilities and will comply with all applicable federal and provincial health and safety regulations and legislation and safety rules and procedures of CUSA, while working in, on, or at any of CUSA's workplaces. In addition, all contractors will be required to complete a workplace specific hazard assessment.

#### Safety Policy Overview

It is the responsibility of management to ensure that the contractor completes the liability coverage form prior to the start of work.

Contractors are expected to meet or exceed the requirements as set out by the Occupational Health and Safety Act and all applicable regulations. In the event that a contractor is found to be working in a manner believed to be dangerous by an employee of CUSA, a member of the management team will ask the contractor to stop work immediately until an appropriate corrective solution is found.

All contractors are required to have their own insurance coverage under the Workplace Safety and Insurance Act or carry equivalent accidental injury coverage **unless the contractor's responsibilities are specifically excluded.**

Prior to commencing work, a supervisor must familiarize the subcontractor of the specific policies and procedures that apply. The subcontractor must also be informed of any potential or actual hazards at the workplace.

Prior to commencing work, the contractor/subcontractor will be asked to review and sign the contractor scope of work form. Management shall ensure a copy of the certificate of insurance and liability coverage form is received and filed along with the signed contractor agreement.

If at any time, a subcontractor is observed performing work unsafely or contrary to CUSA's policies or procedures, the subcontractor will be asked to stop the work immediately and the circumstances will be reported to management. Immediately upon being notified, management will investigate the occurrence and take the appropriate actions.

Any violation of safety rules or conduct that might jeopardize the safety of employees or the public will not be tolerated. Specific action(s) will be taken to ensure that violations are not repeated. Cost of any delays will be borne by the contractor/vendor.

All suppliers and subcontractors are expected to comply with the safety rules below:

- ı Consumption of alcoholic beverages of any kind and use of illegal drugs of any sort is not permitted on CUSA property with the exception of licensed facilities.
- ı Weapons of any kind are not permitted (items such as knives being used in conjunction with work activities are expected).
- ı No smoking except in designated areas.
- ı No riding on any equipment unless equipment is specifically designed to carry passengers.

All subcontractors/suppliers performing work on CUSA property must sign in at the front desk.

No horseplay or harassment of CUSA personnel will be tolerated.

- ; Proper clothing and personal protective equipment must be worn at all times.
- ; All accidents/incidents must be reported immediately to a supervisor.
- ; Defective tools or equipment shall not be used.
- ; No isolated work area is to be entered until it has been tested and found to be safe.
- ; All contractors/suppliers are responsible to plan and execute all work in compliance with provincial health and safety legislation.
- ; All contractors/suppliers must inspect heavy equipment (ladders, forklifts, aerial manlifts etc.) on a daily basis for visual damage and correct operation.
- ; The inspection shall be completed on a permanent written form supplied by the contractor. The contractor must produce these reports when requested by CUSA employees or the Ministry of Labour.
- ; Immediate action is to be taken to correct unsafe practices or unsafe conditions when encountered by contractor personnel.
- ; Subcontractors must become aware of CUSA emergency action and fire safety plans.

**APPENDIX J:**

**Proposed Gap Analysis Policy (H-49)**

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**GAP ANALYSIS POLICY**

LONG TITLE	GAP Analysis Policy for Human Capital	DATE OF ENACTMENT	01 April 2022
		LAST AMENDED	17 July 2023
REFERENCE No. (See Appendix A)	H-49	NEXT REVIEW	01 August 2026
CATEGORY	Human Resources	COMPETENT CHAMBER	CUSA Board

**PURPOSE:**

CUSA is a unique work environment that requires a diversity of skills and ability to ensure an efficient CUSA. To ensure that all required skills are present in order to meet the needs of the organization, this policy outlines how regular analysis of departmental capacity and human resources will be conducted.

**1.01 SCOPE**

- (1) This Policy applies to all full-time members of the CUSA both elected and hired.

**1.02 ADMINISTRATION**

- (1) The Director of Human Resources is responsible for administering the revisions of this Policy, with regular reports.

~~1.03 EXPECTATIONS AND RESPONSIBILITIES~~

~~1.04~~ 1.03 CUSA shall:

- (1) Maintain an up to date Gap Analysis that outlines departmental and staffing needs.
- (2) Review the operational and skills gap within a department as well as any succession considerations or vacancies. This review will be conducted on an annual basis and presented to the Board of Directors.



(3) Conduct the Gap Analysis with respect to, when appropriate, any existing gap analysis procedures as per the Gap Analysis Procedure.

## APPENDIX K:

### Proposed Departmental Procedure Approval Policy (H-58)

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#### **DEPARTMENTAL PROCEDURE APPROVAL POLICY**

LONG TITLE — Departmental Procedure Approval Policy	DATE OF ENACTMENT — 01 April 2022
	LAST AMENDED — 17 July 2023
REFERENCE No. — H-49	NEXT REVIEW — 01 August 2026
CATEGORY — Human Resources	COMPETENT CHAMBER — CUSA Board

#### **Purpose**

The purpose of this policy is to allow individual departments of CUSA to organize procedures at a departmental level.

#### **Definitions**

- a. “Departmental Procedure” means any procedure established to manage operations at a departmental level.

#### **Implementation**

- a. Departments of CUSA may establish Departmental Procedure in order to organize procedures that govern their respective department.
- b. Departmental Procedure can be ratified, deratified, or amended by a department’s Senior Manager or their designate at that same Senior Manager’s discretion; and
  - i. The department’s Senior Manager or their designate is responsible for ensuring that the Departmental Procedure is properly implemented and executed.

#### **MONITORING**

- a. An exhaustive collection of a department’s Departmental Procedure must be maintained by each respective department’s Senior Manager; and

- ~~i. Must be made available to the Board of Directors upon request; and~~
- ~~ii. Must be presented to the Board of Directors annually~~

## APPENDIX L:

### Proposed CUSA Board of Directors Terms of Reference

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#### CUSA Board of Directors Terms of Reference

LONG TITLE	CUSA Board of Directors Terms of Reference	DATE OF ENACTMENT	8 February 2022
		LAST AMENDED	17 July 2023
REFERENCE No.		NEXT REVIEW	1 May 2025
CATEGORY	Board	COMPETENT CHAMBER	CUSA Board
REVIEW COMMITTEE	CUSA Board or Designated Subcommittee	DELEGATES	Chair of the Board, Vice Chair of the Board <del>Board</del> Nominating Committee, CUSA Council

#### 1) Objective

CUSA is a Not For Profit Corporation (“The Corporation”) overseen by the Ontario Not-For-Profit Corporations Act (2010) and incorporated with the Government of Ontario. The CUSA Board holds responsibility for the long-term financial, legal, and reputational position of the corporation.

As a Not-For-Profit Corporation, the CUSA Board is subject to all relevant principles and policies of the Ontario government, provincial law, and the Articles of Incorporation. The board is to ensure ethical fiscal management of CUSA by investing a fiduciary responsibility in members of the Board

#### 2) CUSA Board of Directors

##### a) Mandate

- i) The CUSA Board is responsible for overseeing CUSA Inc in accordance with provincial law and applicable policies. The Board should always secure the long-term future of CUSA while managing resources allocation and ensuring due process in business operations.

b) Membership

- i) The Board shall be comprised of:
  - 1) 8 student-at-large directors
  - 2) The CUSA President (ex-officio)
  - 3) The CUSA Vice President Finance / Secretary-Treasurer (ex-officio, non-voting)

c) Chairperson

- i) The chairperson of the CUSA Board will be a board member other than the CUSA President or Vice President Finance / Secretary-Treasurer and be elected by a simple majority of the CUSA Board.

d) Eligibility to be a Director

- i) Be a current Carleton Undergraduate student at the time of application, intending on remaining a Carleton Undergraduate student for the duration of the term of appointment
- ii) Directors may not be employees of CUSA, unless occupying ex-officio positions (President/CEO, VP Finance/Secretary-Treasurer)
- iii) Directors may not be sitting CUSA councilors, or CUSA councilors within the most recent academic year
- iv) Directors may not be former CUSA executives
- v) Board Members may not maintain or hold fiduciary responsibility to another entity that could conceivably regularly conflict with their fiduciary responsibility to CUSA while a member of the Board
- vi) Directors shall not serve more than four calendar years on the CUSA Board
- vii) The Board may advise the members to remove a director or limit their responsibilities in accordance with ByLaw Section 1 1.4 if their eligibility is questioned by a majority of the Board
- ~~viii) Current and recently former CUSA Councilors and Executives may be eligible to serve on the CUSA Board if they are appointed at the 2022 Annual Members Meeting.~~

e) Ascension to the Board

- i) Candidates for the board shall be reviewed and selected by the CUSA Board Nominating and Appointing Committee for ratification by CUSA Council
- ii) CUSA Council will then vote to ratify or deny the selection

iii) All applicants so ratified will immediately ascend to the CUSA Board

f) Primary Responsibilities

- i) Inform strategic direction and organizational growth
- ii) Provide oversight and accountability for the organization
- iii) Monitor policies, procedures, and processes of decision making and resource allocation
- iv) Approve the budget every year
- v) Comply with the Not-For-Profit Corporations Act (2010)

g) Operations

- i) Quorum of the CUSA Board shall be a majority of voting Board members in filled seats, so long as not more than a third of filled seats are filled by employees of CUSA, in compliance with the Act.
- ii) The CUSA Board shall strive to meet at least five (5) times per year, **which must include one meeting occurring during** the Annual General Meeting and at least four (4) regularly scheduled CUSA Board meetings
- iii) Notice of meetings shall be given in compliance with the CUSA ByLaws
- iv) Meetings may be canceled due to a lack of agenda items with the consent of all members
- v) The CUSA Board is responsible for writing, executing, and upholding procedures for CUSA operations, including but not limited to:
  - ~~1) Investment Policy~~ Financial Investment Policies
  - 2) Health & Safety Policies
  - ~~3) Procurement Policy~~ Procurement Policies
  - 4) Human Resources Policies
- vi) The CUSA Board may write additional policies, as necessary
- vii) All CUSA Board members are required to adhere to the CUSA Conflict of Interest Policy

Amended March 8th, 2022 as follows:

Amendment 1

~~Whereas~~ an enforcement mechanism already exists for ensuring compliance with the Terms of Reference

~~Be it resolved that~~ the CUSA Board (of Directors) Terms of Reference Section 2-D. g) read

~~“The Board may advise the members to remove a director or limit their responsibilities in accordance with ByLaw Section 1-1.4 if their eligibility is questioned by a majority of the Board”~~

Amendment 2

~~Whereas~~ the eligibility to serve on the CUSA Board is restrictive on sitting and recently former CUSA Councilors and Executive in such a way that could not have been foreseen when these individuals were first seeking the offices which make them ineligible under the Terms of Reference

~~Be it resolved that~~ Section 2-D. h) read “current and recently former CUSA Councilors and Executives may be eligible to serve on the CUSA Board if they are appointed at the 2022 Annual Members Meeting.”

~~Be it further resolved that~~ Section 2-D. h) is only in effect until April 30th, 2023, and applies only to the Directors elected at the 2022 Annual Members Meeting. On May 1st, 2023, Section 2-D. h) will expire from this policy without future intervention on the part of the CUSA Board.

## APPENDIX M:

### Proposed CUSA Board Rules of Procedure

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#### CUSA Board Rules of Procedure

LONG TITLE	CUSA Board Rules of Procedure	DATE OF ENACTMENT	15 March 2022
		LAST AMENDED	17 July 2023
REFERENCE No.		NEXT REVIEW	1 May 2024
CATEGORY	Board	COMPETENT CHAMBER	CUSA Board
REVIEW COMMITTEE	CUSA Board	DELEGATES	Chair of the Board

#### Purpose:

The following Procedures supplement the CUSA Bylaw in detailing the format and protocols for CUSA Board meetings. These Rules of Procedure are meant to establish consistency and transparency. These Rules do not carry the full force of policy, but nonetheless should only be suspended in rare and extraordinary circumstances.

#### 1) Board of Directors

- a) The Board of Directors shall be composed as per CUSA ByLaw
- b) Only Directors are permitted to vote on matters for approval.
- c) Meeting minutes are recorded and maintained in accordance with the requirements of the Not For profit Corporations Act (2010).

#### 2) Officers of the Board

- a) The CUSA Board will have four officers; Chairperson, Vice-Chair, Recording-Secretary, and Secretary-Treasurer
- b) The Vice-Chair will chair meetings in the absence of the chair Chair at any Board Meeting.
- c) Any vacancies in the Chairperson or Vice-Chair positions will be filled at the first duly called meeting after a vacancy occurs.
- d) A vacancy in the Recording-Secretary role will be filled temporarily by a staff resource member and permanently by the Associate Vice President, Executive Relations by the incumbent of the Executive Assistant role.



- e) A vacancy in the Secretary-Treasurer role will be filled as outlined in the CUSA ByLaws.

### 3) Election of Officers

- a) The Chair and Vice-Chair ~~person will shall~~ be elected at the first meeting following the annual general meeting from the membership of the Board.
  - i) Nominations for Chair and Vice-Chair ~~person~~ will be open for one week and will require each candidate to complete a written explanation for their candidacy by the end of the week-long nomination period.
  - ii) Upon closing of nomination, all written submissions received will be sent to the entire ~~b~~Board for review.
  - iii) Questions for each candidate can either be submitted in advance of the first meeting after the annual general meeting, or asked in person at the first meeting after the annual general meeting.

~~b) The Vice Chair will be elected before October 31st of each year.~~

- ~~i) Nomination for Vice Chair will be open for one week and will require each candidate to complete a written explanation for their candidacy by the end of the week-long nomination period.~~
- ~~ii) Upon closing nomination all written submissions received will be sent to the entire board for review.~~
- ~~iii) Questions for each candidate can either be submitted in advance of the meeting where the election will occur, or can be asked in person at the meeting where the election will occur.~~

### 4) Public Meetings

- a) Unless otherwise noted, meetings of the Board of Directors are open to all members of the University community, in their entirety.
  - i) The number of attendees from the public may be limited by the room's capacity
  - ii) The Chair ~~of the CUSA Board~~ retains the right to require attendees from the public to leave the meeting, should their conduct become disorderly, or otherwise negatively affect the ability of the Board of Directors to function.
  - iii) The Board of Directors may extend standing invitations to specific employees, encouraging their presence and participation in the CUSA Board meetings resource members.
- b) Regularly scheduled meetings shall be publicly posted at the beginning of the fiscal year of the Corporation.

- i) Additional meetings may be held at the call of the chair, provided that all members are given forty-eight (48) hours notice, in compliance with CUSA ByLaw.
  - ii) Any meeting that is rescheduled to a different date or time should be amended wherever it is publicly posted as soon as possible.
- c) Agenda items must be submitted to the ~~Chair of the Agenda Subcommittee Recording Secretary~~ four weeks with reasonable prior notice before ~~to a meeting of the Agenda Subcommittee~~ is called to prepare materials for a regularly scheduled CUSA Board meeting.
  - i) Every item on the ~~Board of Directors agenda~~ ~~Board of Directors Agenda~~ should first be reviewed by one of the ~~CUSA Board's Sub-Committees~~ ~~subcommittees~~ unless the item is a "for information" item for the Board or an item that requires the entire Board's attention.
  - ii) Any item not going to a ~~Sub-Committee~~ ~~subcommittee~~ of the Board for review must be submitted to the ~~agenda-committee~~ ~~Agenda Subcommittee~~ for inclusion on the agenda.
  - iii) Only voting members may move motions ~~for approval~~. Management may submit items for direction from the CUSA Board following the process outlined in this document.
    - (1) The Executive Director is the principal policy advisor to the ~~CUSA~~ Board and must therefore sign off on all management recommendations before they are placed on the ~~CUSA~~ Board agenda.
  - iv) Any individual may submit a presentation or matter for discussion or information, however, any such items must be approved by the ~~Agenda Committee~~ ~~Subcommittee~~ before placement on the agenda.
- d) An Agenda ~~Committee~~ ~~Subcommittee~~ meeting will be held no less than one week prior to a regularly scheduled ~~CUSA~~ Board meeting, subject to the availability of ~~Committee~~ ~~Subcommittee~~ members.
- e) The agenda of a regularly scheduled meeting must be approved by the ~~Agenda Committee~~ ~~Subcommittee~~, and distributed to all voting members, in addition to being posted online, along with supporting documentation no less than one week prior to a regularly scheduled CUSA Board meeting.
  - i) The agenda ~~must~~ ~~may~~ include a brief description for each presentation
  - ii) ~~Should a meeting be cancelled or rescheduled, a simple notice of cancellation shall be posted in place of the agenda.~~

- iii) Supporting documentation, known as ~~appendix items an 'agenda report'~~, ~~must~~ may be provided along with items brought before the CUSA Board that require discussion or decision, particularly for matters of a legal, financial, or human resources nature. The deadline for reports shall be the same as the agenda deadline so that the Agenda ~~Committee Subcommittee~~ may fully understand items coming forward and so that members have sufficient time to consider the matter.
  - (1) If two-thirds ( $\frac{2}{3}$ ) of CUSA Board members approve, a matter can be considered without an agenda report, or can be considered if a report comes in past the deadline. This practice should be strongly discouraged and only reserved for unique circumstances.
- iv) ~~Supplemental documentation (such as presentations and agenda reports)~~ Appendix items shall ~~will normally be~~ posted online with the agenda if available. However, such documentation may be withheld if it is incomplete or misleading on its own. This documentation will be posted with the meeting minutes ~~and agenda~~, where it can be understood in context.
- f) In the event that a CUSA Board meeting is scheduled for an irregular time, the required periods of notice ~~and submission~~ remain the same.
  - i) In the event of a special meeting of the CUSA Board that does not allow for the period of notice to be observed, the meeting shall proceed if the Agenda is approved by the CUSA Board. In such an event all relevant materials will be posted and distributed at the earliest possible time.
- g) New business items for approval are only permitted if they directly relate to an item already on the agenda. Any other items brought up in the new business circumvent the transparency of the CUSA Board's activities and limit the ability of the voting members to research and prepare. ~~Though sometimes necessary, new business items are strongly discouraged.~~

## 5) Record of Proceedings

- a) All public meetings shall be recorded on video and made available to the public upon request to CUSA.
- b) Public minutes shall be recorded in writing in a succinct ~~format~~ format. Only a brief summary of the discussion and any motions shall be recorded in writing unless a member asks for a detailed comment to be recorded. Advice given by resource people such as the Executive Director, Senior Managers, and Legal Counsel shall be well documented.

- c) In-camera minutes shall be recorded in a detailed format. Most items considered in-camera are of a legal, financial, contractual or human resources nature and should demonstrate that members and management have upheld their fiduciary duty to the corporation.
- d) In an effort to enhance transparency of CUSA Board decision making, every effort shall be made to ensure minutes are ready for ratification within ten (10) business days of the meeting using the following procedure:
  - i) All voting members of the CUSA Board shall have the opportunity to review the written minutes of the meeting.
  - ii) Each reader shall have two (2) business days to forward comments to the ~~Recording Secretary~~ the Associate Vice President, Executive Relations. If comments are not received, ~~Recording Secretary~~ the Associate Vice President, Executive Relations ~~will~~ shall assume ~~there are~~ no changes ~~are~~ required.

#### 6) Meetings *In-Camera*

- a) Matters of a confidential nature may only be disclosed and discussed in an *in-camera* CUSA Board meeting.
- b) *In-camera* meetings are regularly scheduled ~~to occur at~~ ~~to begin~~ all public CUSA Board meetings.
- c) Agenda items shall be collected and prepared on the same schedule as the public CUSA Board meeting, and the agenda and related-items shall be distributed to voting-members at the same time as the public meeting agenda.
  - i) An *in-camera* meeting agenda shall not be posted online in advance of a meeting.
  - ii) In the event of a special meeting of the CUSA Board that does not allow for the period of notice to be observed, the meeting shall proceed if the Agenda is approved ~~by the CUSA Board~~ ~~by the Recording Secretary of the CUSA Board~~. In such an event all relevant materials will be posted and distributed at the earliest possible time.
- ~~d) Following an in-camera meeting, an agenda shall be posted online that shows the number of confidential items, and the nature of their confidentiality (using the criteria set out below in section 6)e)). This agenda shall include items brought up in new business.~~
- e) A discussion or decision may only be held in confidence if it fits at least one of the following criteria:

- i) Information regarding an ongoing negotiation, where disclosure would negatively affect CUSA's position in the negotiation, or prejudice future negotiations of a similar nature;
- ii) Information about litigation or potential litigation involving CUSA;
- iii) Advice protected by solicitor-client privilege;
- iv) Personal information about an identifiable individual, unless such information has been voluntarily disclosed to the public by the person(s) affected;
- v) Information from the proceedings of a ~~€confidential~~ ~~€sub~~committee;
- vi) Information regarding a sensitive human resources matter involving an identifiable individual; or,
- vii) Any other information which, if disclosed, should compromise or adversely affect the Corporation.

(1) Though this condition of confidentiality is open to broad interpretation, it should be used only sparingly, under unusual circumstances where the previously listed criteria for confidentiality do not apply.

- f) If a discussion or decision hinges on a confidential consideration, then the entirety of the discussion/decision should be held *in-camera*, even if other aspects of the discussion/decision are not confidential.
- g) If there is any doubt as to the confidentiality of information being considered for discussion in a public CUSA Board meeting, it should be discussed in the following *in-camera* meeting.
  - i) New Business items are permitted in confidential CUSA Board meetings if they arise as a result of matters discussed in the preceding public CUSA Board meeting. ~~Other New Business items are discouraged, as they limit the ability of the voting members to prepare.~~
  - ii) Even if there are no *in-camera* meeting agenda items submitted in advance of a CUSA Board meeting, an *in-camera* meeting may still follow the public meeting to discuss matters arising from the meeting.
  - iii) If an item whose confidentiality was uncertain is revealed not to be confidential, it is the responsibility of the ~~Chair~~ ~~chairperson~~ to cease discussion, and table the matter for a future public CUSA Board meeting.
  - iv) Minutes from *in-camera* CUSA Board meetings shall continue to remain entirely confidential, even if the reasons for their confidentiality cease to be relevant (e.g. a discussion about an ongoing negotiation that has since concluded).

- v) The CUSA Board may permit specific individuals to attend a confidential meeting, or part of a confidential meeting, provided that those individuals have signed a confidentiality agreement with CUSA.

#### ~~7) Agenda Committee~~

- ~~a) The Agenda Committee shall consist of:
  - ~~i) The Director of Student Development, as chairperson/facilitator;~~
  - ~~ii) The Chairperson of the CUSA Board;~~
  - ~~iii) The Vice-Chairperson of the CUSA Board;~~
  - ~~iv) The Executive Director (Principal Policy Advisor to the CUSA Board); and,~~
  - ~~v) The Executive Assistant (Recording Secretary of the Board of Directors);~~
  - ~~vi) Resource members as needed by the committee~~~~
- ~~b) The Purpose of the Agenda Committee shall be to determine the agenda of a CUSA Board meeting. Decisions shall be guided by the above provisions, and may include:
  - ~~i) Determining whether or not an item should be placed on the agenda or referred to a committee of the board or another groups within CUSA~~
  - ~~ii) Identifying that status of meeting minutes under review and determining whether or not they are ready to be moved for approval;~~
  - ~~iii) Determining whether an item should be placed in the Public Meetings agenda, or the *in-camera* agenda;~~
  - ~~iv) Ensuring that an Agenda Report accompanies matters for approval; identifying if additional supporting documentation is necessary for agenda items, and determining what supporting documentation is appropriate to post online with the agenda;~~
  - ~~v) Determining where the public meeting should be held;~~
  - ~~vi) Determining who, among staff and management resources, it would be appropriate to invite to the public meeting and/or permit at the in-camera meeting; and,~~
  - ~~vii) Determining if it is appropriate to cancel or reschedule a future CUSA Board meeting~~~~
- ~~c) The specific timing of Agenda Committee meetings shall be determined by the Recording Secretary.~~
- ~~d) The Recording Secretary retains the authority to make all decisions with respect to the agenda. The Agenda Committee exists to support the Recording Secretary in the execution of their duties, and shall only be utilised to the extent that the Recording Secretary sees fit.~~

## 8) Sub-Committees

- a) The CUSA Board ~~may~~ will create ~~subcommittees~~ ~~Sub-Committees~~ at their discretion to deal with the matters of the Board
- ~~b) The Committee Chairpersons will be elected at the first meeting following the annual general meeting from the membership of the Board with a simple majority vote.~~
- c) Any vacancy in a subcommittee's membership ~~a Committee Chairperson role~~ will shall be filled at the next duly called meeting of the Board ~~from the membership of the Board~~ with a simple majority vote.

APPENDIX N:

Correspondence from Dustin Rivers (Executive Director, CUSA) – CUSA Partnership Opportunities with Carleton Athletics

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Carleton Athletics shares your purpose of enhancing the student experience at Carleton University. Through mutually beneficial partnerships with industry and community organizations, we foster leadership and student excellence by way of varsity sports, student-run clubs and additional programming across our facilities on campus.

A partnership with Carleton Athletics offers excellent branding opportunities for you to reach students throughout campus and within our athletic facilities. Beyond branding, sponsorship is an excellent way to support students and the clubs and sports they are passionate about.

Through the sponsorship options highlighted in this proposal, CUSA can amplify its brand awareness and engage students at sporting events while maintaining its track record of supporting athletics clubs on campus.

Carleton Athletics is committed to making a positive difference for Carleton students during their academic journey while supporting their athletic pursuits.

We invite you to join us!





# SPONSORSHIP OPPORTUNITIES



## 1 OPTION ONE: \$25,000 CLUB SUPPORT & BRANDING

This option, with an investment of **\$25,000**, includes multiple opportunities for CUSA to enhance its brand visibility and presence across Carleton's athletic facilities. Through your investment, you can form a direct connection with students and continue to engage and support clubs on campus.

- CUSA logo on Club page as a sponsor
- Two branded rink boards in Ice House Rink A (varsity rink) for one year\*
- Ravens' Nest A-frame signage (on court sideline) during basketball games\*
- A-frame signage on TAAG Park sidelines for all soccer, football and women's rugby home games\*
- Four digital contests held throughout the calendar year on Ravens' social media channels (CUSA will be tagged on each post)
- Opportunity to address clubs at their first meeting of the year
- Opportunity to hand out swag at basketball games (specific games to be selected)

\* signs to be produced by CUSA

2

**OPTION TWO: \$50,000**

**GAME DAY SPONSOR FOR VARSITY TEAMS**

This option, with an investment of **\$50,000**, will feature CUSA as the official Game Day sponsor for varsity teams. Game Day sponsorship is a unique opportunity for CUSA to reach its target audience across campus. Through your investment, you achieve unrivalled brand exposure while continuing to support athletics clubs.

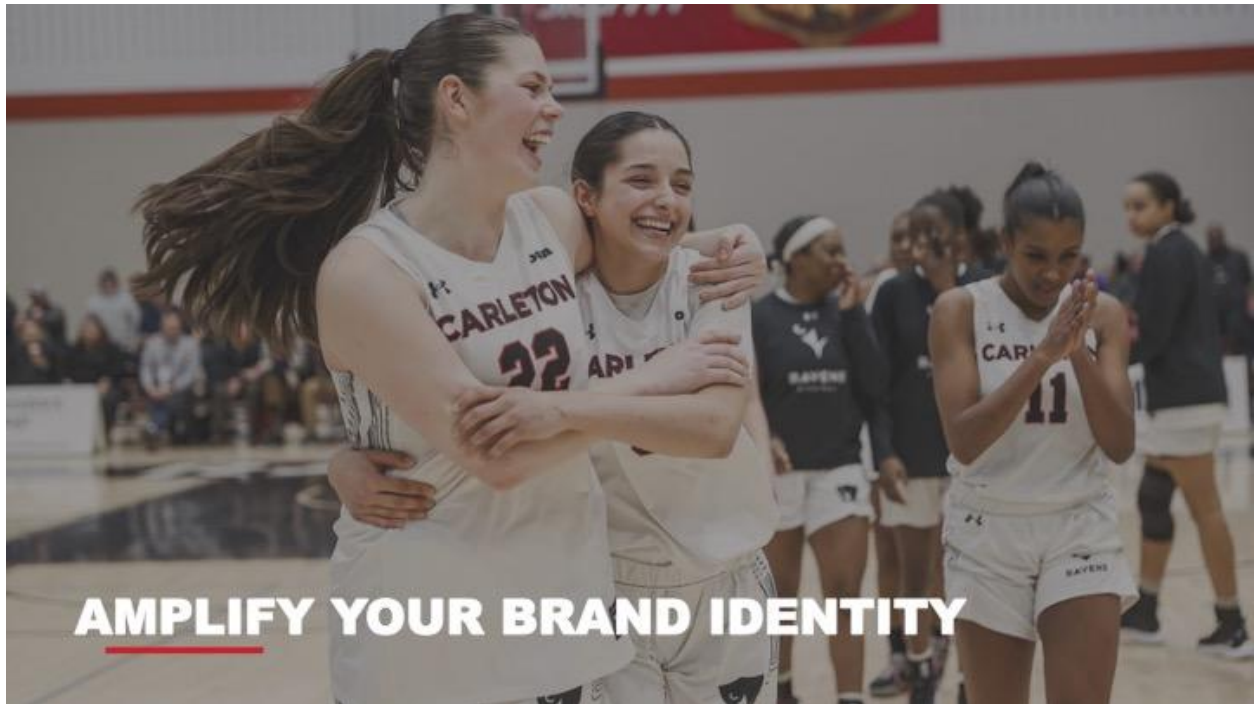
- Game Day sponsor for seven varsity home games, including football, men's and women's soccer, men's and women's basketball, and men's and women's hockey:
  - ✓ CUSA logo on all promotions leading up to the game
    - one-week promotional period (print and digital)
  - ✓ logo on Game Day webpage for each sport for one week
  - ✓ logo on Game Day rosters (distributed digitally);
  - ✓ brand recognition on Game Day through PA announcements; and
  - ✓ wrap-up Instagram reel shared after the game
- CUSA logo on Club page as a sponsor
- Opportunity to address clubs at their first meeting of the year
- Opportunity to hand out swag at CUSA sponsored games
- Ravens' Nest A-frame signage at basketball games\*\* (*bonus value of \$5,000!*)
- A-frame signage at football games\*\* (*bonus value of \$2,500!*)
- 20 Game Day tickets to each sponsored game

\* specific games to be confirmed based on availability

\*\* production costs covered by Carleton Athletics if a two-year agreement is signed



**Carleton  
RAVENS**



**AMPLIFY YOUR BRAND IDENTITY**



## GET YOUR BRAND IN FRONT OF PLAYERS AND FANS

Carleton's leading athletic facilities are popular gathering places for students, staff, faculty and local communities. They're also a place for fans, alumni and community members to cheer on our Ravens.

Your brand presence in these high-traffic areas positions you directly in front of millions of visitors each year, including our star players and high-profile supporters. It's an invaluable asset to tap into. Here are some recent stats of annual foot traffic:

- **Alumni Hall:** 1.6M+
  - **Ice House:** 0.5M+
  - **TAAG Park:** 80K+
  - **Ravens Road Field:** 45K+
  - **Special Traffic:** 4.5M+
- ✓ **Total:** 6.8 million visitors annually





## LEVERAGE OUR DIGITAL CHANNELS

Carleton's network is broad and diverse. With over 31,400 students and 177,000 alumni worldwide, our community reaches far and wide. By partnering with Carleton Athletics, you can leverage our digital channels to amplify your brand identity and reach our highly engaged audience of students, alumni, faculty, staff and community members.

### SOCIAL MEDIA

#### Twitter

- 4.4M+ Impressions | 150K+ Engagements | 20K+ Followers

#### Facebook

- 5M+ Impressions | 150K+ Engagements | 12.7K+ Followers

#### Instagram

- 8.9M+ Impressions | 315K+ Engagements | 26K+ Likes

#### Leagues Email Database

- 4.5K+ Subscribers

### WEBSITE TRAFFIC

#### GoRavens.ca

- 300K+ Sessions
- 400K+ Users
- 800K+ Page Views

#### GoRavens & Athletics Websites Combined

- 1.8M+ Sessions
- 700K+ Users
- 2.8M+ Page Views



At Carleton, we're proud of our many industry and community partnerships built on collaboration and addressing shared goals.

By sponsoring Carleton Athletics, you not only enhance your brand visibility and identity on campus, but also directly empower students and athletes to thrive here at Carleton and in their community, enabling them to achieve remarkable success in their endeavours.

We look forward to discussing which sponsorship option highlighted in this proposal best aligns with your goal of engaging students and continuing your support of athletics clubs.

**To further discuss opportunities for collaboration, please contact:**



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