

1. CALL TO ORDER

Call to Order – 3:02 PM

2. TERRITORIAL ACKNOWLEDGMENT

We respectfully acknowledge that the SFSS is located on the traditional, unceded territories of the Coast Salish peoples, including the x^wməθk^wəyəm (Musqueam), S^kw^xwú7mesh Úxwumixw (Squamish), Selílwitlh (Tsleil-Waututh), k^wik^wəłəm (Kwkwetlem) and qícəy (Katzie) Nations. Unceded means that these territories have never been handed over, sold, or given up by these nations, and we are currently situated on occupied territories.

3. ROLL CALL OF ATTENDANCE

3.1 Governance Committee Composition

VP University Relations (<i>Chair</i>).....	Gabe Liosis
President.....	Osob Mohamed
VP Finance.....	Corbett Gildersleve
VP Student Services.....	Matthew Provost
At-Large Representative	Balqees Jama
Faculty Representative (Science).....	WeiChun Kua

3.2 Society Staff

Executive Director	Sylvia Ceacero
Executive Assistant.....	Shaneika Blake
Administrative Assistant.....	Kristin Kokkov

4. ADOPTION OF THE AGENDA

4.1 MOTION GOV 2020-06-04:01

Matthew/Corbett

Be it resolved to adopt the agenda as presented.

CARRIED unanimously

5. DISCUSSION ITEMS

5.1 BIPOC Committee Terms of Reference

- It was emphasised that this committee is needed at the SFSS, because currently there is no working group that supports the BIPOC (Black and Indigenous People of Colour).
- Previously the SFSS has relied on the work of FNSA and SOCA, and other groups to take these initiatives.
 - The SFSS has not done much to prioritize this before.
- This committee can get this work done in a way that does not cause harm.
- It was brought out that indigenous students have a specific relationship with education and there are a lot of systemic barriers and the SFU does not make accommodations to the racialized students.

- The SFSS should take care of these issues.
 - It is important to decolonize policy and ensure to frame them in a way that is not harmful.
- It was pointed out that the SFSS has realised that they need the FNSA support and they have hired a FNSA coordinator who will start in September.
- It was suggested to organise a webinar with representatives of indigenous nations at the SFSS.

- TOR review:
 - Name of the committee is BIPOC – Black, Indigenous and People of Colour.
 - The purpose of the committee was specified.
 - Need to centre on the lived experience and history.
 - There were several suggestions with the wording of the document.
 - Reference were added to the Anti-Racial toolkit
 - Definitions of privileges, marginalization, systemic barriers, and systemic oppression, EDI (Equity, Diversity, and Inclusion) were discussed.
 - The selection of students at large members will be prioritized to BIPOC community members.
 - It was suggested that also the chair and the committee members should be prioritized as lived experience.
 - It was suggested to reach out to the indigenous communities to ask advice in the decision-making process.
- These TOR will be taken to the Board at the next Board meeting.

5.2 Updated Draft: Inter-Director Conflict Policy

- This policy was brought to the Governance committee in January
 - Staff member was pointed out that this policy is necessary because it helps the Directors to deal with internal conflicts.
 - This policy helps to solve the internal conflicts in a healthy and professional manner.
 - In January, several suggestions were made to the policy that have been incorporated to the document.
- It was suggested that this policy could have indications to the indigenous forms of problem solving as a way of showcasing the work that the committee might be doing.
- About the option no 2 – solving the conflict in camera – committee member suggested that problem solving should be public and there should not be any barriers for transparency.
 - Personal conflict does not fall under the policy of in camera items.
- However, staff member explained that the conflicts between the Board members is considered to be HR matters, because the Board of Directors is an employer, and this falls under in camera items.
- Committee members suggested that involving the Executive Director to the conflict between Board members is not appropriate.
 - The Executive Director is too much involved in the work of the Board of Directors.
 - In addition, the Executive Director reports to the Board and the mediator should not be the person who reports to the Board.
- It was asked about the option 4 if the ombudsperson is mandated to address the SFSS' concerns.

- It was explained that the ombudsperson can help if the Board of Directors feel that they are personally attached and as SFU students they can talk to the ombudsperson.
- However, it was pointed out that the ombudsperson's job is to deal with academic issues and the job description does not include dealing with the students' society which is independent of the SFU.
- It was agreed to remove the Executive Director as a mediator.
- It was pointed out that HR matters regard interaction between the staff and the Board members, not interaction between Board members and therefore the discussion of conflicts should not be in camera.
- Committee members suggested that disagreements between Board members should be solved among Board members themselves.
 - It was suggested that the Board conflict becomes HR matter if the union gets involved
 - If it concerns only the Board, it is not HR matter.
 - It was pointed out that disagreement is good, because the student democracy is about exchange and competition of ideas, and there is no need for a policy around that.
 - The code of conduct is the one that should be followed.
- Committee members decided that the conflict policy should not be a standalone policy and it should not be brought to the Board table at this time.

Break at 4.10 PM, meeting reconvenes at 4:15 PM

5.3 IEC Report

- This was brought to the Board at the last Board meeting.
- There were several issues highlighted in the report:
 - Poster vandalism – a lot of posters were taken down.
 - Several candidates accused each other of taking down each others' posters.
 - IEC said that there is no way to enforce that without satisfactory evidence.
 - There need to be procedures in place to tackle this.
 - Slating
 - There is nothing in the policies that would mention this.
 - This is up to the discretion of the IEC every year.
 - There is a lack of definitions about sanctioning people.
 - There should be more specific definition about the meaning of slating.
- IEC recommendations:
 - Hiring IEC earlier
 - Hiring the IEC too late affects their work.
 - It was suggested to make this position a year-long position and the hiring is in the summer so that there could be enough time for the training.
 - It was suggested to have the overlap that the term is 13 months.
 - It was asked why the IEC position was made into a short-term position.
 - It is not known exactly – but it was probably made more Carver specific.
 - Committee members agreed that having a year long IEC position is a good idea.

- It was pointed out that current policies and bylaws are quite vague about the elections, and it was recommended to bring the bylaws up to date.
- It was suggested to have someone external as IEC.
 - However, it was pointed out that the IEC has to be a student.
- It was pointed out that it is necessary to prepare for the scenario where the elections may be online.
- Board members involving in campaigning – there was an issue in this year’s election of current board members acting as campaign managers for candidates.
 - IEC recommend creating a by-law or policy to prohibit current board members from acting as campaign managers for other candidates.
 - However, committee members thought that this is not a good recommendation, because the board members are members of the society and some members chose to run for re-election and it would be a violation to restrict board members from rerunning.
 - As long as board members do not use society resources to give certain candidates advantages, this should not be prohibited.
- Updating the infraction schedule – the fines are not applicable, because there are no guidelines how the IEC can enforce paying fines.
 - It was pointed out that there should be revision of infractions schedule.
 - Three steps – warning, fine and disqualification.
 - In other students, societies there are points system that if you get too many points, you get disqualified and it was suggested to explore the models of other student societies.
 - It was pointed out that fines may not be the best way.
 - There are different ways to make sure that people are following the rules.
- Host two debates.
 - The concern is that it is difficult to hold debates with too many candidates.
 - There used to be 4 debates in previous years.
 - In Vancouver, in Surrey and two in Burnaby.
 - Later it was changed, because in Vancouver nobody attended and in Surrey only candidates were attending.
 - The reduction in number of debates was because of workload and timing challenges.
 - It was suggested to livestream the debates in other campuses.
- Have at least 3 candidate orientation meetings during the nominating period.
 - Committee agreed with that.
 - It was suggested to have hard deadlines for submission of platforms and candidate nominations.
 - It was suggested to get Board orientation done before campaign period.
- It was asked if it would be agreeable to have the external IEC.
 - It was brought out that students do not feel comfortable applying for IEC position because they feel threatened by the candidates.
 - It was pointed out that the IEC felt that they were overruled by students and felt that they do not have voice.
 - It was brought out that based on the bylaws, the IEC has to be a student.

- Committee members are not in favour of hiring external IEC, however above-mentioned concerns need to be discussed further.

5.4 Governance Restructuring

- Refer to the attachments.
- The Governance committee have done research about governing models that other students societies have used.
- It was pointed out that when going on with the restructuring, it is necessary to be aware of administrative policies that might be in conflict with other documents.
- The committee suggested to have a policy-administrative hybrid model that has students involved, but specific areas are delegated (like HR, payroll, and building projects etc.)
 - It is necessary to have a model that seeks the management of the society.
 - After a lot of research, it was decided that the hybrid model suits the society the best.
 - The Board has oversight and operations to manage the Student Society.
 - The Executive committee
 - HR Committee
- Models that were reviewed (see the attachment “Full Report from Governance Committee”)
 - Working board
 - Administrative Board
 - Policy-making board
 - Policy-governance Board
- The recommendation that the Governance committee will be put on the Board is the governance board and executive managers hybrid.
 - The Board will outline the limits of the operation of the student society.
 - There will be some excluded personnel, who assist with day to day things.
- The committee members agree with the new governance model hybrid.
- The roles and delegations will be clarified.
- Operations are outlined through policies.

6. AMENDMENT OF THE AGENDA

6.1 MOTION GOV 2020-06-04:02

Osob/Corbett

Be it resolved to add the New Business motion 7.1 to the agenda.

CARRIED unanimously

7. NEW BUSINESS

7.1 MOTION GOV 2020-06-04:03

Osob/Corbett

Be it resolved that the Governance Committee recommends the Policy Board/Executive Committee Management hybrid model for adoption of the Board of Directors.

CARRIED unanimously

8. ANNOUNCEMENT

- **Next Governance Committee Meeting: Thursday, June 11th, 2020**

- From now on the Governance meeting will be meeting on a weekly basis from now on.

9. ATTACHMENTS

- BIPOC Committee Terms of Reference – Draft.pdf
- Draft Inter-Director Conflict Resolution Policy – with edits.pdf
- Draft Inter-Director Conflict Resolution Policy – edited 02-06-2020.pdf
- IEC Report 2020.pdf
- Full Report from Governance Committee.pdf
- Suggestions for Admin Policies.pdf
- BN - Association Governance Models.pdf

10. ADJOURNMENT

10.1 MOTION GOV 2020-06-04:04

Matthew/Balqees

Be it resolved to adjourn the meeting at 5:35 PM.

CARRIED unanimously

Name and Type

Name: “BIPOC” Committee

Duration: The committee will be established upon the adoption of these terms of reference and dissolved at the discretion of the Board and proper consultation with the First Nations Student Association and Students of Caribbean and African Ancestry.

Purpose

The purpose of this committee is to ensure and prioritize the voices of the BIPOC community at Simon Fraser University within the framework of the Simon Fraser Student Society, and that the lived experience of racialized folks is always considered, recognized and acknowledged.

- “BIPOC” is defined as Black, Indigenous, People of Colour. This is an acronym that makes the distinction of racialized folks who face disproportionately more barriers than other groups due to the systemic oppression, colonization, racism, capitalism, diaspora etc.
- The SFSS prioritizes Indigenous voices, and we acknowledge that the SFSS is located on the traditional, unceded territories of the Coast Salish peoples, including the x^wmə θ k^wəy̓əm (Musqueam), Sk̓w̓x̓wú7mesh Úxwumixw (Squamish), Sel̓l̓witulh (Tseil-Waututh), k^wik^wəł̓əm (Kwikwetlem) and q̓icəy̓ (Katzie) Nations.
- “EDI” is defined as Equity, Diversity and Inclusion. EDI is brought forward from individuals who have lived experience, and the SFSS acknowledge that these are key factors in order to properly practice EDI.

Membership

- Voting Members
 - President (ex-officio)
 - 1 board member (Chair), or on recommendation of the committee, another member of the committee
 - at least 2 and up to 4 Board members in addition to the Chair
 - 1 member of First Nations Student Association Board
 - 1 member of Students of Caribbean and African Ancestry Executive
 - up to 1 councillor on the recommendation of Council (first year preferred)
 - up to 6 BIPOC at-large members

Selection

The selection of Student At-Large members for this Committee will be prioritized to BIPOC community members.

Deliverables

As a Board Committee, the purpose of this committee is to provide the Board with formal recommendations and reports including but not limited to:

- organize engagement initiatives and seeking results that equitably benefits BIPOC students on campus,

- highlighting and educating folks on issues that impact affect racialized students on campus
- support those who face barriers on campus due to systematic barriers.
- supporting initiatives by BIPOC groups on campus, and ensuring those groups receive proper consideration and consultation.
- guide SFSS' advocacy on behalf of BIPOC students and to ensure accountability on SFU's EDI efforts and reconciliation efforts and that they are committed to action
- Addressing concerns and challenging institutional and overt racism at SFU
- Building an anti-racist approach to training and development sessions, and cultural awareness training within the SFSS and SFU
- Fostering an anti-racist environment through community building events, cultural events, advocacy, and campaigns

Governance

The committee will strive for consensus. Where no consensus is reached, the committee will make decisions by simple majority vote. We also take into consideration and respect Indigenous forms of governance, and recognize how often other forms of governance overrule Indigenous ways of knowing especially on occupied territories.

A majority of voting members constitutes quorum.

Robert's Rules of Order shall govern the conduct of committee meetings.

Communications

The committee shall meet in person or electronically as required and at the call of the Chair.

The committee shall report on its progress at Board meetings.

The committee shall set a meeting calendar for the duration of the academic the first meeting of the term.

The Chair may call a meeting where a notice of three working days has been provided.

Relevant Policies

The members of the committee should be familiar with the following:

- GP-5: Board Committee Principles
- GP-6: Board Committee Structure
- GP-11: Committee Member Appointment and Resignation
- GP-12: Responsibilities of Board Committee Members
- SFSS Issues Policies

Relevant Documents

The members of this committee should be familiar with the following:

- [SFU Aboriginal Reconciliation Council Report "Walk This Path With Us"](#)

- [Draft Principles that Guide the Province of British Columbia's Relationship with Indigenous Peoples](#)
- [SFU EDI Initiative](#)
- [Truth and Reconciliation Commission of Canada: Calls to Action](#)
- [International Decade for People of African Descent: Report of the Working Group of Experts on People of African Descent on its mission to Canada.](#)

GP-16: INTER-DIRECTOR CONFLICT RESOLUTION

POLICY TYPE: GOVERNANCE PROCESS POLICIES

POLICY TITLE: INTER-DIRECTOR CONFLICT RESOLUTION

POLICY REFERENCE NUMBER: GP-16

Adopted:
Next Scheduled Revision:
Previous Revisions: n/a

The management of conflict in a positive and productive way is essential for the Board of Directors to conduct its business in accordance with the stipulations of the [Societies Act](#) and the Simon Fraser Student Society Constitution and Bylaws. Individual Directors will at some time or another experience internal conflict. The Board of Directors are committed to effective communication based on ethics, professionalism, and with proper decorum as individuals and as a group. Directors serve the Board, and Board can only ever be as effective as its members are able to work together. With this in mind, being an effective director mean caring and nurturing your relationship with other directors.

CONFIDENTIALITY

The Board of Directors shall act in accordance with the [Societies Act](#) and SFSS Privacy Policies.

GUIDELINES

1. Directors shall:
 - a. treat one another and all persons associated with the Simon Fraser Student Society with fairness, respect and consistency with regard to each individual's fair management practice without fear of reprisal.
 - b. address any conflict or complaint of unfairness through an open and fair discussion between those affected,
 - c. make every effort to address the concerns of all people involved in a conflict in a comprehensive, timely, professional and sensitive manner,
 - d. make every effort to resolve the conflict between themselves, when conflict arises between or among Board members, and
 - e. accept full and complete accountability for their own acts and omissions, exhibiting self-discipline and the pursuit of excellence in all activities.
2. Directors shall not:
 - a. initiate any reprisals because an individual has initiated a conflict resolution process.

PROGRESSIVE DISCIPLINARY SCHEDULE

3. Option 1: The steps Directors shall follow to manage conflict are:
 - a. address the issue as soon as possible after it occurred,
 - b. find a time to speak without interruption,
 - c. clearly outline the issue,
 - d. clarify the personal or professional impact of the issue, and
 - e. suggest a resolution to be agreed upon by the parties in conflict.
4. Option 2: If the steps in option 1 are deemed to be ineffective, the conflict shall be discussed in-camera at a Board meeting in order to clarify the issue, discuss a resolution, and decide on future actions. This process shall be documented.
5. Option 3: The parties in conflict shall contact the Executive Director to arrange a time to meet and discuss the issue, or request to have an external third-party mediator to facilitate to facilitate the discussion and help all individuals involved to find a solution.
6. Option 4: The parties in conflict shall decide whether to contact the SFU Office of the Ombudsperson.

DRAFT

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DRAFT

This report is intended to meet the requirements as contained in the SFSS Bylaws for a final report on any election or referendum held by the SFSS.

Elections and Referenda Report

General Elections and Referenda— 2020

Simon Fraser Student Society

simon fraser
student society

THE 2020 INDEPENDANT ELECTORAL COMMISSION

Commissioners:

Harshil Bhimani

Riddhi Shah

Simone Tardif

Chief Commissioner:

Alicen Lange

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TIMELINE

<i>Electoral Period</i>	Start Date	End Date
<i>Notice of Election Period</i>	February 3rd, 2020	February 16th, 2020
<i>Nomination Period</i>	February 17th, 2020	March 1st, 2020
<i>Campaign Period</i>	March 2nd, 2020	March 16th, 2020
<i>Voting Period</i>	March 17th, 2020	March 19th, 2020
<i>Post-Election Period</i>	March 20th, 2020	April 19th, 2020

CANDIDATES

PRESIDENT

<i>Candidate Name</i>	<i>Votes in Favour</i> <i>(‘Yes’ votes if uncontested)</i>	<i>Votes Against</i> <i>(‘No’ votes if uncontested)</i>	<i>Elected</i>
<i>Christina Loutsik</i>	537	n/a	
<i>Osob Mohamed</i>	956	n/a	X
<i>Miguel Resendiz</i>	309	n/a	

VICE-PRESIDENT STUDENT SERVICES

<i>Candidate Name</i>	<i>Votes in Favour</i> <i>(‘Yes’ votes if uncontested)</i>	<i>Votes Against</i> <i>(‘No’ votes if uncontested)</i>	<i>Elected</i>
<i>Prince Cheema</i>	690	n/a	
<i>Matthew Provost</i>	993	n/a	X

VICE-PRESIDENT UNIVERSITY RELATIONS

<i>Candidate Name</i>	<i>Votes in Favour</i> <i>(‘Yes’ votes if uncontested)</i>	<i>Votes Against</i> <i>(‘No’ votes if uncontested)</i>	<i>Elected</i>
<i>Gabe Liosis</i>	706	n/a	X
<i>Julian Loutsik</i>	456	n/a	
<i>Rubab Singh</i>	566	n/a	

VICE-PRESIDENT FINANCE

<i>Candidate Name</i>	<i>Votes in Favour</i> <i>(‘Yes’ votes if uncontested)</i>	<i>Votes Against</i> <i>(‘No’ votes if uncontested)</i>	<i>Elected</i>
<i>Joben Bassi</i>	341	n/a	
<i>Corbett Gildersleve</i>	787	n/a	X
<i>Sabil Nathani</i>	251	n/a	
<i>Lara Radwan</i>	343	n/a	

VICE-PRESIDENT EXTERNAL RELATIONS

<i>Candidate Name</i>	<i>Votes in Favour</i> <i>(‘Yes’ votes if uncontested)</i>	<i>Votes Against</i> <i>(‘No’ votes if uncontested)</i>	<i>Elected</i>
<i>Samad Raza</i>	858	n/a	X
<i>Simran Uppal</i>	765	n/a	

VICE-PRESIDENT STUDENT LIFE

<i>Candidate Name</i>	<i>Votes in Favour</i> <i>(‘Yes’ votes if uncontested)</i>	<i>Votes Against</i> <i>(‘No’ votes if uncontested)</i>	<i>Elected</i>
<i>Jennifer (Meme Queen) Chou</i>	984	n/a	X
<i>Rachel Dee</i>	424	n/a	
<i>Saqib Madhany</i>	309	n/a	
<i>Jonathan Perl Gort</i>	81	n/a	

FACULTY REPRESENTATIVE – APPLIED SCIENCES

<i>Candidate Name</i>	<i>Votes in Favour</i> <i>(‘Yes’ votes if uncontested)</i>	<i>Votes Against</i> <i>(‘No’ votes if uncontested)</i>	<i>Elected</i>
<i>Kia Mirsalebi</i>	68	n/a	
<i>Harry Preet Singh</i>	136	n/a	X

FACULTY REPRESENTATIVE – ARTS AND SOCIAL SCIENCES

<i>Candidate Name</i>	<i>Votes in Favour</i> <i>(‘Yes’ votes if uncontested)</i>	<i>Votes Against</i> <i>(‘No’ votes if uncontested)</i>	<i>Elected</i>
<i>Inderpreet Gakhal</i>	79	n/a	
<i>Sude Gwendik</i>	273	n/a	X

FACULTY REPRESENTATIVE – BUSINESS

<i>Candidate Name</i>	<i>Votes in Favour</i> <i>(‘Yes’ votes if uncontested)</i>	<i>Votes Against</i> <i>(‘No’ votes if uncontested)</i>	<i>Elected</i>
<i>Sanaa Cassum</i>	79	n/a	
<i>Mehtaab Gill</i>	237	n/a	X
<i>Pariya Zabibi</i>	74	n/a	

FACULTY REPRESENTATIVE – COMMUNICATION, ART, AND TECHNOLOGY

<i>Candidate Name</i>	<i>Votes in Favour</i> <i>(‘Yes’ votes if uncontested)</i>	<i>Votes Against</i> <i>(‘No’ votes if uncontested)</i>	<i>Elected</i>
<i>Aman Ahmad</i>	74	n/a	
<i>Haider Masood</i>	91	n/a	X

FACULTY REPRESENTATIVE – EDUCATION

<i>Candidate Name</i>	<i>Votes in Favour</i> <i>(‘Yes’ votes if uncontested)</i>	<i>Votes Against</i> <i>(‘No’ votes if uncontested)</i>	<i>Elected</i>
<i>Tagwa Ali</i>	46	n/a	
<i>Emerly Liu</i>	50	n/a	X

FACULTY REPRESENTATIVE – ENVIRONMENT

<i>Candidate Name</i>	<i>Votes in Favour</i> <i>(‘Yes’ votes if uncontested)</i>	<i>Votes Against</i> <i>(‘No’ votes if uncontested)</i>	<i>Elected</i>
<i>Anuki Karunajeewa</i>	90	15	X

FACULTY REPRESENTATIVE – HEALTH SCIENCES

<i>Candidate Name</i>	<i>Votes in Favour</i> <i>(‘Yes’ votes if uncontested)</i>	<i>Votes Against</i> <i>(‘No’ votes if uncontested)</i>	<i>Elected</i>
<i>Daria Elrick</i>	27	n/a	
<i>Roopan Garcha</i>	68	n/a	

<i>Nafoni Modi</i>	70	n/a	X
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FACULTY REPRESENTATIVE – SCIENCE

<i>Candidate Name</i>	<i>Votes in Favour</i> <i>(‘Yes’ votes if uncontested)</i>	<i>Votes Against</i> <i>(‘No’ votes if uncontested)</i>	<i>Elected</i>
<i>Pooria Arab</i>	43	n/a	
<i>WeiChun Kua</i>	127	n/a	X
<i>Boris Perdiya</i>	104	n/a	
<i>Arvi Vashisht</i>	25	n/a	

AT-LARGE REPRESENTATIVE

<i>Candidate Name</i>	<i>Votes in Favour</i> <i>(‘Yes’ votes if uncontested)</i>	<i>Votes Against</i> <i>(‘No’ votes if uncontested)</i>	<i>Elected</i>
<i>Faiq Bandedi</i>	258	n/a	
<i>Balqees Jama</i>	695	n/a	X
<i>Arnaz Lalani</i>	234	n/a	
<i>Phum Luckkid</i>	708	n/a	X
<i>Harleen Sebra</i>	193	n/a	
<i>Geetanjli Sharma</i>	409	n/a	
<i>Harman Shergill</i>	328	n/a	

REFERENDUM RESULTS

WUSC FEE INCREASE

<p>Question</p>	<p>BACKGROUND:</p> <p>World University Services Canada SFU (WUSC SFU) is a student-led club to support education for refugee youth whose goals are to increase awareness about forced migration and the impact of education on the lives of those affected among youth refugee students and supports re-settling the refugee students that SFU students sponsor through a partnership with WUSC Canada.</p> <p>The program gives displaced students between the ages of 18 – 25 yrs the opportunity to complete their education in Canada. Refugee students are sponsored (books, tuition, and some living costs) by from over 90 universities across Canada. The financial support comes from students levy once per term across all participant Canadian universities/colleges. The total number of students sponsored from 1981 to 2019 is 71 students.</p> <p>At SFU, undergraduate students currently contribute \$2.50 per semester except undergraduate students taking 3 credits or fewer who currently contribute \$1.25 per semester. SFU WUSC needs additional revenue to be sustained and to continue supporting refugee youth, and without there being an increase WUSC SFU would not be able to continue sponsoring refugee students at SFU.</p> <p>QUESTION:</p> <p>Are you in favour of increasing the student levy for the SFU WUSC – World University Services Canada to \$5.00 per semester for students, except students taking 3 credits or fewer who would contribute \$2.50 per semester, adjusted annually for inflation according to the Canadian Consumer Price Index (CPI)?</p> <p>Yes/No</p>
<p>Votes in Favour</p>	<p>1245</p>
<p>Votes Against</p>	<p>765</p>
<p>Threshold for Passing</p>	<p>50%</p>
<p>Results <i>Pass/Fail</i></p>	<p>Pass</p>

SFPIRG FEE INCREASE

<p>Question</p>	<p>BACKGROUND:</p> <p>The Simon Fraser Public Interest Research Group (SFPIRG) is an independent student society at SFU that engages students in social and environmental justice, through education, action, research, and community-building. Established in 1981, SFPIRG provides a wide range of programming, resources, services, and volunteer and employment opportunities to students.</p> <p>Visit www.sfpirg.ca to learn more about SFPIRG.</p> <p>All SFU students are members of SFPIRG, and contribute a member fee every semester as part of their Activity Fee. All SFU students currently contribute \$3 per semester, except students taking 3 credits or fewer who currently contribute \$1.50 per semester. This member fee was last set by referendum in 1994. The inflation rate in BC from 1994 to 2019 was 45.03%, meaning that something that cost \$3 in 1994 would now cost \$4.35 significantly impacting SFPIRG’s operating budget.</p> <p>SFPIRG needs additional revenue to maintain current levels of programming and services, to expand and enhance the organization’s scope and capacity, and to adjust for the inflation that has occurred over the last 25+ years. Without there being an increase, SFPIRG would not be able to continue operating at current levels, nor continue growing and developing new programs, services and opportunities for students.</p> <p>RESOLUTION:</p> <p>Be it resolved to increase the student levy for SFPIRG to \$5.50 per semester for students, except students taking 3 credits or fewer who would contribute \$2.75 per semester, adjusted annually for inflation according to the Vancouver Consumer Price Index (CPI).</p> <p>Yes/No</p>
<p>Votes in Favour</p>	<p>911</p>
<p>Votes Against</p>	<p>1004</p>
<p>Threshold for Passing</p>	<p>50%</p>
<p>Results <i>Pass/Fail</i></p>	<p>Fail</p>

KEY ISSUES

In this section I will address a few of the main issues that arose during this election.

ISSUE 1: POSTER VANDALISM

There was a big issue with candidate posters being torn up, removed, or displaced. There are no by-laws or policies currently addressing this issue. The IEC is in a difficult position when it comes to these complaints because there is almost never any evidence of who tore the posters down. The IEC can not and should not be expected to stand guard of posters to ensure they are not being vandalized. The IEC cannot issue any disciplinary action without proper evidence. Due to a lack of by-laws and policies relating to this issue, the IEC had very little options on how to resolve this problem. I have addressed the issue in the recommendations.

ISSUE 2: SLATING

This year the IEC drafted a regulation that prohibited slates. This regulation was drafted in an attempt to reduce conflict and to limit unfair advantages. This regulation caused a number of issues throughout the election. First, 'slating' is not defined in the by-laws or policies. Slating refers to campaigning as a group. 'Campaigning' is not defined in the by-laws or policies. This caused problems when trying to label certain behaviour as "slating" or not. Moreover, there were issues brought forward as to what behaviour constitutes slating and what behaviour constitutes endorsement of another candidate. For example, where do we draw the line between supporting another candidate and campaigning with another candidate? There is a lot of grey area surrounding this issue of slating and the regulations did not adequately address each possible issue, leaving a number of "loop holes". The issue of slating must be addressed for future elections. I recommend that slating be addressed and defined in either the SFSS by-laws or policies in the future.

SUMMARY OF INVESTIGATION

This year, the IEC conducted an investigation directly following the end of the voting period. During the final day of the voting period, the IEC received a number of similar complaints in regards to the alleged existence of a candidate-created “voter bank”. There were also accusations of slating. The IEC conducted a thorough investigation over a week’s time. During this investigation we interviewed every candidate who was alleged to be involved, we examined all of the available evidence, and we sought aid from legal counsel in order to better interpret and apply the governing documents. Based on the available evidence and the findings of the interviews, the IEC unanimously agreed that there were no direct violations of any SFSS by-laws, policies, or regulations by the accused candidates. This investigation has inspired many policy recommendations to avoid similar conflicts in the future and to ensure a fair election process.

RECOMMENDATIONS

THE IEC

RECOMMENDATION 1 – HIRE ICE EARLIER

Issue	The IEC chief and one commissioner were hired in the second week of February. Two more commissioners were hired in the beginning of March. This late hiring does not leave enough time for the newly appointed commissioners and chief to plan all the necessary election related events, outreach opportunities, and elections regulations.
Recommendatio	As IEC commissioners do not typically have previous experience with the SFSS or with election management, it is best to give them as much time as possible to adjust and familiarize themselves with the rules and processes prior to the election. I recommend that the society begin the hiring process in December. This will give the IEC the opportunity to familiarize themselves with the relevant governing documents and procedures. This will also allow time to properly write the IEC regulations, plan outreach initiatives, and schedule office hours before the campaign period begins.

THE BY-LAWS AND POLICIES

RECOMMENDATION 2- POLICY & BY-LAW UPDATE

Issue	The current by-laws and policies that govern the SFSS elections are quite vague and out of date. The current rules are not comprehensive and leave a lot of grey area and loop holes which makes it very difficult for the IEC to keep the elections fair.
Recommendation	I recommend that the society updates the by-laws and policies. This is the recommendation that I believe is the most important to allow for fair elections in the future. The new by-laws and policies should include provisions regulating: campaigning via social media, campaigning via social media during the voting period, the use of mailing lists, the use of faculty and society lists for the purpose of campaigning, etc. I will list specific recommendations in the remainder of this report.

RECOMMENDATION 3 – BY-LAW AND POLICY DEFINITIONS

Issue	There are very few definitions in the available governing documents. This creates a number of problems when the IEC is required to interpret and apply by-laws and policies throughout the election.
Recommendation	I recommend that new definitions are written into the SFSS Elections and Referenda Policies for the following terms: ‘campaigning’, ‘campaign’, ‘campaign manager’, ‘campaign volunteer’, ‘defamatory material’. This will help the IEC to properly apply and enforce the elections rules and will also allow candidates to clearly understand and abide by the elections rules.

RECOMMENDATION 4 – SLATES

Issue	In previous years, slating has been allowed during the SFSS elections. In 2019 and 2020, regulations were made that prevent slating. Slating creates conflict and offers certain candidates an unfair advantage. There are currently no by-laws or policies that address slating.
Recommendation	I recommend that the Society create a provision, either in the by-laws or policies, that addresses the slating. Since slating greatly affects the dynamic of an election, I believe it should be officially disallowed by the official governing documents. Prohibiting slating in the IEC regulations for that election year only creates conflict because a) candidates will not know whether or not slating is allowed until a week or two before the campaign period, b) candidates do not respect the authority of the IEC to draft these regulations, and c) the IEC are not equipped to draft regulations like this that require extreme clarity and depth to avoid “gray areas” and “loopholes” in the regulations.

RECOMMENDATION 5 – INVOLVEMENT OF BOARD MEMBERS IN CAMPAIGNING

Issue	There was an issue in this year’s election of current board members acting as campaign managers for candidates. This created a lot of conflict. Board members can use their power and standing in the SFSS to influence the election.
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<p>Recommendation</p>	<p>I recommend that a by-law or policy is created to prohibit current board members from acting as campaign managers for other candidates. Though the by-laws allow any student to campaign on behalf of candidates, I think this rule should be modified to limit the participation of current board members in campaigning. This will keep the elections fair by limiting the influence of current board members on the election results.</p>
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RECOMMENDATION 6- UPDATE INFRACTION SCHEDULE

<p>Issue</p>	<p>The current infraction schedule as laid out in the policies is ineffective and lacks any guidance. There are three steps: warning, fine, disqualification. Since fines are basically useless as candidates cannot be required to pay them, that leaves the IEC only the option of a warning or a disqualification. Moreover, the infraction schedule set out in the policies does not guide the IEC as to what constitutes a minor or a major infraction. This gives too much responsibility to the IEC to administer disciplinary action freely with no guidelines .</p>
<p>Recommendation</p>	<p>I recommend that the society sets out a new infraction schedule. I recommend that the society replace the option of “fines” with another form of discipline or that they create a system that requires candidates to pay their fines. This infraction schedule should clearly outline what constitutes a minor offence and what constitutes a major offence, dependant on which period of the election it occurs in.</p>

EVENTS

RECOMMENDATION 7- HOST TWO DEBATES

<p>Issue</p>	<p>There were 48 candidates this year. It is difficult to realistically fit that many candidates into one debate timeline while still allowing each candidate a reasonable amount of time to speak.</p>
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<p>Recommendation</p>	<p>I recommend that the Society host two debates. One debate can be for the faculty and at-large representatives and the other can be for the all of executive positions. This will allow each candidate adequate time to speak about their platform and will allow students to attend whichever debate they would like without the pressure of having to stay for 3+ hours.</p>
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RECOMMENDATION 8- HOST MORE CANDIDATE ORIENTATIONS

<p>Issue</p>	<p>There were 48 candidates this year. There were only two candidate orientation meetings this year. Many people were unable to attend the meetings due to scheduling conflicts. The chief had to spend hours communicating with candidates to coordinate alternative meeting times. This wasted a lot of time an energy.</p>
<p>Recommendation</p>	<p>I recommend that the society hosts at least three candidate orientation meetings during the nomination period. This will provide candidates with more options of times to attend and will increase the probability that every candidate will be able to attend a scheduled meeting.</p>

Final Thoughts

Having no prior experience with the SFSS elections, I came into the position of IEC Chief Commissioner with fresh eyes. I soon became aware of the excessive loopholes and grey areas that exist in the current governing documents. Myself and the rest of the IEC did our best to ensure a fair election based on the current documents to guide our decisions. The IEC is also governed by the same by-laws and policies as are candidates. For this reason, their authority and the decisions they make are limited to the written by-laws and policies. The current governing documents are vague and outdated. I strongly encourage the Society to make efforts towards editing and adapting these documents based on the recommendations provided in this report. The IEC is placed in a position where they are given immense responsibility with little guidance and little support (due to the independent nature of the commission). In order to move forward with fair and clean elections, it is imperative that the governing documents are improved to address recurring issues. This will allow the IEC to properly analyze and apply the by-laws and policies as needed, without having to struggle to draft their own regulations to fill in the blanks. I hope that the issues raised in this report are reviewed and taken into consideration to improve the electoral process for future years.

Alicen Lange

IEC Chief Commissioner

GOVERNANCE COMMITTEE REPORT TO THE BOARD OF DIRECTORS: GOVERNANCE REVIEW

GOVERNANCE MODELS AND CURRENT POLICY IMPLICATIONS

Authors: Members of Governance Committee 2020/21

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INTRODUCTION

SUMMARY

The Governance Committee was given the mandate to do a wholesale governance review at the Board of Directors on May 15, 2020. This review has been conducted concurrently with the Executive Committee's administrative review that was also mandated by the Board of Directors.

The review of the governance model will lead to a recommendation on a new governance model that stipulates the composition and structure of the policies, and what the relationship between these policies and Staff, Board, the Executive Committee and the union-excluded support staff should be. In line with this recommendation, the current policies will be reviewed and the 2015 Policy Manual will be reviewed to ascertain the appropriateness of adopting some of the old policies from the 2015 Policy Manual (from before the current model was implemented) if applicable.

GOAL SETTING

The goal of this review is to develop a recommendation for a new governance model for the Simon Fraser Student Society that follows our values, our individual student environment, and the needs of the Society.

REVIEW PROCESS

A. Current Model Analysis:

1. Review of what works and what does not work in our current model through interview and comments of the Board members: Led by Gabe Liosis (VP University; Chair of Governance Committee)
2. Review of current model by committee member report: Led by Corbett Gildersleve (VP Finance; Member of Governance Committee)

B. Comparison Across student societies:

3. Support from Campaigns Research and Policy Coordinator regarding various student society governance models
4. Governance Committee research on student societies using Carver model

C. Governance Models Review and Comparison

D. Review of 2015 Policy Manual and applicability

CURRENT MODEL ANALYSIS

REVIEWING WHAT WORKS AND DOESN'T WORK THROUGH INTERVIEW AND COMMENTS

Author: Gabe Liosis (VP University Relations; Chair of Governance Committee)

Through interviews with Board members and comments made at previous Board meetings, Governance Committee meetings, and Executive Committee meetings, I have compiled the various thoughts of Board members on the strengths and weaknesses of the current model employed by the SFSS, the Carver Model.

INTERVIEWS AND PAST COMMENTS

What are some examples of what works well?

Board members noted:

- The accountability is always on the Executive Director when something on the operational side goes wrong, so the Board has a single point of accountability and the Board would determine their continued employment or not
- Things that Board members are not an expert on can be delegated to ED or staff, and this works because they handle it well. It also helps with things Board members might not do well because we are also students.
- Students are not experts on things like policy, law or finance - which is why we have people who study those things for a living and assist us with making those decisions.

What are some examples of what does not work well?

Board members noted:

- Currently, many Board members stated, we do not follow a pure Carver Model, and do more of a Hybrid. By keeping Carver in place, it is restricting us from doing our work effectively.
- Changes happen to member services without input of the Board, for example the changes to food policy requirements by staff happened without input of the Board.
 - A Board member mentioned that students elected students to the Board to be more hands on in decision making and management, and we as a Board are held responsible for mishaps even though it might not have been caused by the Board directly.
- A big issue is Carver's focus on speaking with "one voice" and the concept of "board solidarity"
- SFSS Staff are supposed to report to the Executive Director, and this leaves Board members feeling disconnected with reports and Board members do not know what is going on.

- This Board member noted an example was the cancellation of Virtual Clubs Days. This board member found out of this decision in their capacity as a club Executive before they found out in their capacity as a Board member.
- Another example this Board member cited was the Bubble Tea Fundraiser decision, where staff decided to cancel all food-related fundraising and there was backlash. Board members only discovered the policy change at the same time as general membership did.
- On this note, a Board member also mentioned the need to improve how we reach our staff, and how work orders are processed. They suggested that we have more opportunities to ask direct questions to staff and work with them as a team, and get to know them better.
- Carver creates more barriers for students trying to be more actively engaged with the Society, and is not easy for students to follow. Students want to ask questions and hold the people responsible whom they have elected.
- Additionally, by splitting operations and governance so starkly, it often is hard for our membership to be in the loop about critical information regarding clubs, the SUB, etc.

CURRENT MODEL ANALYSIS:

A MORE THOROUGH REVIEW OF THE CURRENT MODEL

Author: Corbett Gildersleve, VP Finance, Member of Governance Committee

The Simon Fraser Student Society changed their governance model to Policy Governance (aka, the Carver Model) in Summer 2015. Since then, there have been five Boards who have worked with this model, each that has engaged with it in different ways.

PRINCIPLES OF POLICY GOVERNANCE AND WHY THEY DON'T WORK FOR STUDENT SOCIETIES

This section of the report takes the **principles of Policy Governance** as listed in a blog post by Dustin Macdonald and explains how each principle often doesn't fit the student society environment. Please see the article [here](#):

"The Trust in Trusteeship"

Simply put, a trustee system doesn't work in a student society like the SFSS as that requires board members to be experts in areas relevant to the organization (think lawyers, accountants, fundraisers, etc.)

"The Board speaks with 'one voice' or not at all"

The SFSS Board and student environment is one that is inherently political. It is undemocratic and dehumanizing to make Board members support all decisions of the Board or be required to resign.

For many board members, the stipend they receive is the only source of income, therefore they cannot just resign on principle without risking homelessness or other harms.

"Board Decisions should predominantly be policy decisions"

Students expect student leaders to work on tangible goals like lowering costs, expanding space, and offering new services and events. They won't accept a board that mostly focuses on adjusting policy.

The SFSS can be focused on policy decisions even relating to operations not just restrictions on the Executive Director, that is how student environments would stay accountable

"Boards should formulate policy by determining the broadest values before progressing to the more narrow ones"

This principle is compatible with the SFSS. It can be done inherently through the constitution to bylaws and to policies.

"A board should define and delegate rather than react and ratify."

Policy Governance's separation of Governance and Operations is too stark.

A reasonable expectation in a student society would be for elected student leaders to advocate for students as they intimately know the issues. Communicating those issues to the Executive Director to then communicate that to staff will not produce effective results, as things are always lost in translation.

"Ends determination is the pivotal duty of governance."

This ties into the trustee and delegation aspects of Carver. Due to the annual elections and high turnover of the student board, it's very very difficult for it to only think strategically and focus on monitoring outcomes.

"The board's best control over staff means is to limit, not prescribe"

While it's good to have student boards provide expectations and limitations, policy development is not something student boards often have experience in. Therefore, they're left with relying on expensive lawyers and consultants.

"A board must explicitly design its own products and services"

This is correct, but again, due to the lack of knowledge or experience most student boards have, they often have to rely on policy frameworks and templates as a start.

"A board must forge a linkage with management that is both empowering and safe"

This principle makes sense if the board was full of people who served on it for 3-5 years instead of annual changes where a 100% turnover could happen.

"Performance of the CEO must be monitored rigorously, but only against policy criteria"

Due to the "working board" nature of many of the student unions and clubs that many SFSS board members come from, going from that system to one that focuses on policy development and Executive Director performance is too much of a jump. That, combined with the annual elections and high turnover, this just doesn't work.

CRITICISMS OF THE CARVER MODEL AND WHY IT'S DANGEROUS FOR STUDENT SOCIETIES

This section of the report takes the **criticisms of Policy Governance** as listed in a blog post by Tom Coyne's and explains how each principle often doesn't fit the student society environment. Please see the article [here](#):

Its failure to drive organizational results unless the Board strictly monitors Ends achievement and Executive Limitation compliance, which many boards do not;

Issue: The 2015-2016 Board of Directors developed the SFSS's first known strategic plan in the spring of 2016. It was to last from 2016-2019. I don't know if it was ever formally analysed in 2019, but when I (Corbett) reviewed it in 2018, some items had failed miserably (staff treatment), some items were not started and some were completed, but were at least a year behind. In some cases, while the tasks were completed, I'm not confident they reached the goals they were supposed to. Due to high annual turnover on the board, it's always hit or miss whether a new board will want to work on the strategic plan or monitor Ends achievements and compliance. Speaking of Executive Limitation compliance, the 2016 and 2017 Boards did conduct these actions, but due to issues with board members not understanding the policies or the reports, they were repeatedly simplified and the 2018 Board stopped conducting them.

Its tendency to create excessively powerful CEOs;

Issue: A highly centralized board with significant power means the CEO is highly centralized and powerful, as their powers are delegated from the board. This is not always to a student society's benefit because the CEO/ED is often not a student or hasn't been one for a very long time, therefore they don't always understand the needs or issues that students have or care about.

Its overly rigid focus on the CEO being the board's only employee. For example, audit firms report to the board; similarly, in the case of a proposed management buyout, whistleblower complaints, or other potential conflicts between the board and management, prudence, case law, and regulation, particularly in a post Sarbanes-Oxley and Dodd-Frank environment, often requires boards to hire outside advisors;

Issue: While the examples given relate to American law (Dodd-Frank for instance) the overall issue is still true in the SFSS. In 2014, the VP Finance was the legal liaison between the board and

its lawyers. Now that's through the Executive Director. Under Policy Governance, lawyers, consultants, trainers, etc. are hired through the ED. The organization's budget, including the board's budget, is handled through the ED.

The limitations it imposes on a board's ability to offset management's natural tendencies towards over optimism, overconfidence, confirmation bias, and conformity;

Issue: Due to the student board's lack of knowledge about operational issues due to the separation of governance and operations, combined with high annual turnover, it's rather difficult for the board to effectively provide sober second looks at management activities.

Its tendency to weaken information flows to directors, and thus undermine their ability to perform their fiduciary duties;

Issue: This is very much true, as the Governance-Operations barrier combined with high turnover of the board that over time creates boards that have very little knowledge of the organization they are legally responsible for overseeing and managing.

Its lack of transparency with respect to critical decisions, many of which are made by the CEO out of view of the board (and, in the case of school districts, out of view of the public as well);

Issue: All decisions made by a Student Society should be transparent and open to its membership. If most of the decisions are being made behind the scenes by the ED or other operational processes, outside of the purview of the Board, this creates a transparency problem and makes accountability of the Board more difficult.

"The danger that the board and staff feel disconnected from each other. With the separation of roles, board members lose their understanding of programs because of a lack of program details. Staff may be resentful or dismissive of board decisions when they perceive the board as remote and without understanding of implementation realities. The staff may also feel disempowered to contribute to the direction of the organization";

Issue: This is especially true in the SFSS as few staff members interact with board members now outside of specific committees.

Its denial of the benefits of director expertise to organizations (“Great demands are made on management, who require the necessary skills to implement the ends set by the board. Weaknesses and inadequacies on either side can not be compensated for through mutual-help and team-like activities between staff and board, since it is thought that this would result in a confusion of roles”); and,

Issue: Our expertise is that we are students who have a good connection to the “pulse” of the student body.

Carver’s rigid and damaging separation of ends (determined by the board) from the means (i.e, strategy and budget) of achieving them (determined by management), which is particularly unrealistic in a complex, uncertain, and fast changing environment.

Issue: Student societies, including the SFSS, are fast moving, ever changing environments, especially in relation to advocacy efforts. In the last five years, we’ve seen a multi-year student space counter-campaign, significant political swings, counter campaigns to governance changes, closing of long running services with little-to-no warning, etc. And, that’s not even touching on the provincial and federal elections, COVID-19, and other matters.

COMPARISON ACROSS STUDENT SOCIETIES

SUPPORT AND REPORT FROM CAMPAIGNS, RESEARCH, AND POLICY COORDINATOR

Author: Gabe Liosis, VP University Relations, Chair of Governance Committee

As part of our review, I reached out to the Campaigns, Research and Policy Department for support on researching Governance Models to cross-reference with our own research. The research provided consisted of 10 different types of Governance Models used by other Student Societies across Canada, with at least 3 in British Columbia.

This report went through student associations, that as highlighted in the report uses a hybrid model: such as:

1. **University of Victoria student Union:** Representative Board, Policies outlines operations
2. **Capilano Student Union:** Internal policies governs operations staff, policy board, delegated admin
3. **UBC AMS:** Exec managers, support from Managing director
4. **BCIT Students' Association (BCITSA):** ED who reports to President and support operations
5. **Students' Union (SU) of University of Calgary (SU - C):** Board of Directors, smaller Cabinet that makes recommendations regarding staff and employment, personnel policies
6. **University of Alberta Students' Union (SU - A):** Representative Council, Executive of Council approves all policies, "Core Management" assists in operations.
7. **University of Toronto Students' Union (UTSU):** Board approves all policies, General Manager implements all personnel/HR policies
8. **McMaster Students Union (MSU):** Representative Assembly, smaller Executive making day-to-day decisions and long-term operational planning,
9. **Western University Students Council (USC):** Board responsible for operations, Student Council works on advocacy, Chief Operating Officer assists in operations, leads staff, but reports to the President

The other two uses a hybrid working board / governing board model

10. **Thompson Rivers University Students' Union (TRUSU):** Board handles hiring and direction of staff
11. **Concordia Students' Union (CSU #2):** elected Council, elected Board, Executives perform administrative duties.

The report discusses three main types of governance models: working boards, policy governance boards, and the advisory model board.

Overall, there was no Student Society/Association that used purely a Carver form of Governance in this specific report. The report highlights that the SFSS is an anomaly among student associations as it relates to the Governance model.

COMPARISON ACROSS STUDENT SOCIETIES

STUDENT UNIONS THAT USE CARVER MODEL

Author: Corbett Gildersleve, VP Finance, Member of Governance Committee

Canadian Alliance of Student Associations (CASA) and StudentsNS in Nova Scotia went to review student associations and gave recommendations for student societies to follow Carver, https://drive.google.com/open?id=1o8EFUBq_TMDoG86AHw5ZjYQcvxU_ES1-

I did a search to see some student societies that currently employ policy governance with the current policy template as outlined in (<https://www.carvergovernance.com/pg-np.htm>) that uses Ends, Board-Management Delegation and Executive Limitations with the Executive Director as the sole employee of the Board - where all other staff are employees of the Executive Director, there are two student organizations over a total of 20 that were looked into. Of the 20 that were looked into, five (5) of these student associations engaged in a report on behalf of 5 Nova Scotia based Student Associations in StudentsNS (a provincial student organization). The result of this shows that out of the 5 student associations, only one (1) of these student associations went towards implementing policy governance in their student societies.

These student associations that had the report commissioned were **Acadia Students' Union, Cape Braeton University Students' Union, Dalhousie Agricultural Student' Association, St. Francis Xavier University Students Union and Saint Mary's University Students Association.**

Out of these, the one that actually implemented Policy Governance - otherwise known as the Carver model - is **Saint Mary's University Student Association.** Another student association that uses Carver is the **Wilfrid Laurier University Student Union** and we will look through these two student associations. **Western University Students Council** uses a very similar model with a unique hybrid.

SAINT MARY'S UNIVERSITY STUDENTS ASSOCIATION (6,373 STUDENTS):

Policies: <https://cdn.smusa.ca/SMUSA-Policies-2019.pdf>

The President of this student association is the Chief Executive Officer under the Carver Model at this Student Association, the General Manager serves as the Chief Operating Officer and the Chair of Board serves as the Chief Governance Officer. Executive Limitations apply not to the COO, but to the President. This shifts the accountability to the Elected Student Leader being the President of the Association. The Chief Operating Officer is a delegated staff reporting to the President as an excluded staff, but the senior manager of the Society is the President.

Article VII: Chair of the Board of Directors and Chief Governance Officer

- 1.1 The Chief Governance Officer shall be the Chair of the Board of Directors, a specially empowered Director responsible for overseeing the operations of the Board and its members.
- 1.2 The Chair shall be elected annually by the Directors from amongst their own membership by a simple majority.
- 1.3 The Chair may choose to resign their office at which point the Board will select a successor from amongst their membership.
- 1.4 The Duties of the Chair shall be determined from time-to-time by the Board of Directors.
- 1.5 The Chair shall sign an Oath of Office, prior to assuming their duties, to be set from time-to-time by the Board of Directors.

Article VIII: President and Chief Executive Officer

- 1.1 The Chief Executive Officer shall be the President of the Association elected by the members annually by preferential balloting.
- 1.2 The President must be of 18 years of age and hold membership in the Association for the duration of their term.
- 1.3 The Board shall be empowered to collectively supervise the President and may, where determined prudent and in the best interests of the members, dismiss the President from office.
- 1.4 Should the office of President and Chief Executive Officer become vacant for any reason, the Board shall appoint an interim successor to manage the day-to-day affairs of the corporation to

serve for not more than thirty (30) days, during which time a general meeting of the members shall be held for the purposes of electing a permanent successor to complete the duration of the vacant term.

- 1.5 The President shall be responsible for the general oversight and management of the daily operations of the Association and advancing the interests of the Association; and, for achieving the objectives determined by the Board of Directors.
- 1.6 The President shall be the official representative of the Association; this duty may be delegated.
- 1.7 The President shall be the Secretary to the Board and shall be the custodian of all records and papers of the Board; this duty may be delegated.
- 1.8 The President shall sign an Oath of Office prior to assuming their duties, to be set from time-to-time by the Board of Directors.

Section I: Presidential Guidelines

- 1.0 General
- 2.0 Treatment of Clients, Staff, and Volunteers
- 3.0 Compensation and Benefits
- 4.0 Financial Activities
- 5.0 Budgeting
- 6.0 Asset Protection
- 7.0 Reputation
- 8.0 Supporting the Board
- 9.0 President Succession

Section II: Board Governance

- 1.0 Governance Process
 - 2.0 Governance Style
 - 3.0 Board Meetings and Minutes
 - 4.0 Board Code of Conduct
 - 5.0 Board Chair Role
 - 6.0 Board Vice Chair Role
 - 7.0 Board Secretary Role
 - 8.0 Board Committees
 - 9.0 Human Resources and Governance Committee
 - 10.0 Training and Development
 - 11.0 Board Cost of Governance
 - 12.0 Board Management Delegation
-

Takeaway: It is very interesting to see that the one school from the model report uses policy governance, but instead of having an externally hired Executive Director, they have a President to act as the Chief

Executive that is accountable on a year to year basis that the staff report to. Seems as if the rest of the Executive are also appointed by the Board that is separate from the other elected Board of directors (<https://www.smusa.ca/about/our-team/>). The President is directly elected by the students.

WIFFRIED LAURIER UNIVERSITY STUDENT UNION (WLUSU) USES CARVER (18,589):

Policies: <https://yourstudentsunion.ca/board-resources/>

The President of this student association is the Chief Executive Officer under the Carver Model at this Student Association, the General Manager serves as the Chief Operating Officer

Takeaway

Similar to Saint Mary's University, the student associations that go to Carver model, has students as the delegated authority and a Board that serves as oversight.

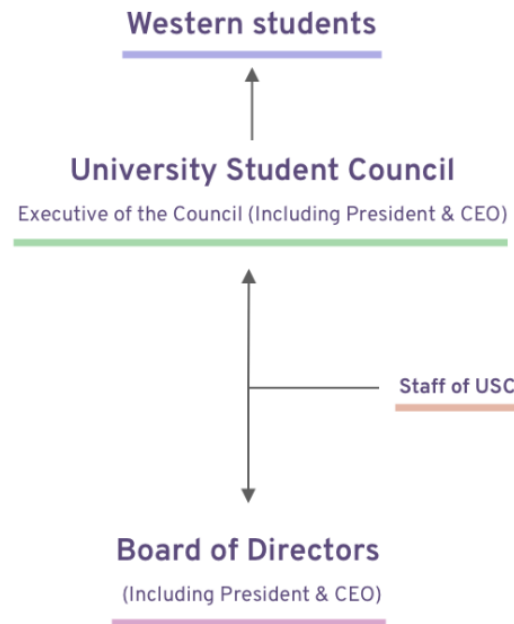
WESTERN UNIVERSITY STUDENT COUNCIL - HYBRID WITH POLICY-MAKING/POLICY GOVERNANCE DELEGATION AND CONSTITUENCY REPRESENTATIVE MODEL (28386 STUDENTS)

Policies: https://docs.google.com/document/d/e/2PACX-1vR9JXiA21AA8kkk7Y8zEd_Ioc4WASx6KAPypVurOsegistUvY2B_3evwoE8-rjDWrxR9az_dmTTnDZ1/pub

This association has two decision making bodies, a Board that sets direction and governs corporate affairs, a representative council that represents students from all faculties. Interestingly enough, they have an Executive Committee separate from the elected Board that manages the operations of the Society alongside a Chief Operating Officer (COO) service as admin staff. As outlined in the other report, the Western University also has a stark Policy Governance divide where on one hand is a Board who focuses on setting executive limitations, but they also have a Student Representative Council that has an Executive Committee that serves as the Managers

Lines of Authority: <https://westernusc.ca/wp-content/uploads/2016/06/Lines-of-Authority-Overview.pdf>

The President is the CEO, Treasurer the CFO and the ED is the COO. The Chief Operating Officer reports to the board of directors. The President/CEO of the Student Council supervises this staff role.



Takeaway:

Student Executive as the delegated authority and a Board that serves as oversight on financial matters as well as and a Students Council that serves as the representative body with student interests. While not carver, the Board and Council divide is stark and represents a hybrid model between policy-making or governing board, and Exec management.

The other student unions that had the report commissioned did not end up moving to carver model and all have representative councils and an Executive Committee as managers of the Society in between Board meetings.

ACADIA STUDENTS' UNION

Policies: <http://theasu.ca/governance.html>

This Student Union uses a representative Council

Article 4: SRC Member Roles & Responsibilities

1. Executive Board

- (a) The Executive Board shall consist of the President (elected), Vice President Academic & External (elected), Vice President Events & Promotions (elected), Vice President Finance & Operations (elected), and Vice President Student Life (elected).

2. The President shall:

- (a) Be the Chief Executive Officer of the Union, and be responsible to Council for efficient and proper administration of the Union;

Takeaway:

Does not use carver even though the report was commissioned for them.

DALHOUSIE AGRICULTURAL STUDENTS ASSOCIATION DOES NOT USE CARVER

Policies: http://dalaggies.ca/data/documents/Policies-and-Procedures_FINAL_Oct-2017.docx

This Student Association has executive managers and Representative Council that serves as the Board

1. The Directors shall engage the following Executive Staff to manage and operate the Society:

- a) President
- b) Vice-President Finance
- c) Vice-President External Affairs
- d) Vice-President Administration
- e) Vice-President Internal Affairs

These positions shall be filled based upon the vote of the membership in elections conducted pursuant to these Procedures.

2. The Executive Staff shall perform the duties assigned to them by the DASA Policies and Procedures, and shall perform other duties as assigned by the Directors.

Takeaway: Does not use carver even though the report was commissioned for them

THE ST. FRANCIS XAVIER STUDENTS' UNION POLICY MANUAL

Policies: <https://www.theu.ca/governance/>

- Students' Union Representative Council
- Execs as managers with a General Manager
- Execs report each meeting and General manager reports on businesses

Takeaway: Does not use carver even though the report was commissioned for them

SUMMARY:

THE MOST COMMON MODEL THAT SEEMS TO BE APPLICABLE TO STUDENT UNIONS ACROSS THE COUNTRY ARE EXECUTIVE COMMITTEE MANAGERS, WITH THE PRESIDENT AS THE CEO, AND A POLICY MAKING BOARD WHERE OPERATIONS ARE SET THROUGH POLICY. STUDENT UNIONS THAT SEEM TO FOLLOW THIS MODEL NOT LISTED ABOVE ARE INCLUDING BUT NOT LIMITED TO:

1. University of Victoria Student Society: does not use carver
2. Capilano Students Union: does not use carver
3. UBC AMS: does not use carver
4. BCIT Students Association: does not use carver
5. Students Union of Calgary: does not use carver
6. University of Alberta Students Union: does not use carver
7. University of Toronto Students Union: does not use carver
8. McMaster Students Union: does not use carver
9. York Federation of Students: does not use carver
10. Ryerson Students Union: does not use carver
11. L'AFESH-UQAM: does not use carver
12. Concordia Student Union: does not use carver
13. Douglas College: does not use carver
14. Selkirk College: does not use carver
15. Langara College: does not use carver
16. Kwantlen Students Association
17. University of Manitoba Students Union

MODEL REVIEW AND COMPARISON ACROSS STUDENT SOCIETIES

Author: Osob Mohamed, President, Ex-Officio Member of the Governance Committee

Below are the list of the models and the values fit to the SFSS, the Board's Role, the Executive's Role, Admin's Role (non-unionized excluded staff), Strength and Weakness in Relation to the SFSS

WORKING BOARD

Model Description:

- Board members take on the role of staff and administrators to carry out the purposes of the organization. This model is common in many new non-profit organizations, including the SFSS in its early years.

Values Fit:

- **Accountability**
 - The board and its members are ultimately accountable for every action they undertake
 - All decisions, and execution of all decisions are essentially the responsibility of the Board and the Executive
- **Transparency**
 - It's clear who is in charge of what areas of the organization and its actions, and creates a very clear delegation of tasks and gives members the opportunity to follow up and hold the Board accountable for administrative tasks
- **Empowerment**
 - Students who serve on the board are empowered to make decisions and enact change through their actions.
- **Community**
 - Due to the direct involvement of the board in activities of the organization, they will interact regularly with the community

Board Role:

- They act as staff, managers, and board members

Exec Role

- The executive board members act as managers, directing other board members in carrying out the purposes of the organization

Admin Role

- There would be few if any non-board administrative roles

Staff Role

- There might be few if any dedicated staff roles

Strengths and relation to the SFSS:

- It is very clear who our members can hold to account if they are making decisions against the interest of the student population.
- There is no confusion around who has jurisdiction over certain aspects of the organization.

Weaknesses and relation to the SFSS:

- This model is common among new not-for-profit organisations, and not wise governance models to adopt for a well-developed organisation such as the SFSS.
- Students simply do not have the capacity to be members of a working Board on top of their academic commitments without risking burnout.
- A number of tasks that a working board would take on could reduce their capacity for membership engagement tasks, which should not be delegated away from the Board
- It is difficult for the board to think strategically and plan for the long term due to their heavy involvement in day-to-day tasks.

ADMINISTRATIVE BOARD

Model Description

- The board of directors act as the main management of the organization, focusing on policy development and staff delegation

Values Fit

- **Accountability**
 - The Board of Directors are responsible for the activities of the organization through policy development and delegation of staff

- **Transparency**
 - It is generally clear who is in charge of what areas of the organization but can become unclear as the organization grows and more dedicated administration and staff are added.

- **Community**
 - Community engagement with the board is reduced due to the board working on policy and the executives managing the organization.

Board Role

- Focus on policy review and development as well as the direction of the Society

Exec Role

- Act as managers of the Society, and delegate tasks to staff through dedicated committees/departments

Admin Role

- Few administrative roles, mostly focused on specialized areas that a board might not consistently have the skills to oversee such as some operations, HR and staffing matters, etc.

Staff Role

- Dedicated staff to carry out the purposes of the Society as directed by the board executives and/or administrative personnel

Strengths and relation to the SFSS

- Close ties with staff and more cooperative model as outlined in policies
- Cost savings with limited number of administrative staff

Weaknesses and relation to the SFSS

- Possibility for grievances from unionized staff
- Executive have limited guidance and support, and can be more prone to mistakes
- Requires significant board executive training to be effective in the role, and with high annual board turnover, this can be expensive
- Board executives can become overloaded and burnout trying to balance the needs of their role and being a student.

POLICY-MAKING BOARD / EXEC MANAGERS HYBRID / SUPPORT FROM ADMIN STAFF FOR STAFF RELATIONS

Model Description:

- Similar to an Administrative board, but with clearer definitions between board role and responsibilities
- Management roles are distributed amongst the Executive, and excluded administrative staff positions.

Values Fit

- **Accountability**
 - The Board of Directors are responsible for the activities and results of staff as well as the policies they pass
- **Transparency and Community**
 - All operational changes have to be passed by motion at the Board
 - Executives report on the operations under their purview, and receive support from excluded staff

Board Role

- Focuses on policy review and development as well as the direction of the Society
- All policies must be passed by the Board

Exec Role

- Oversight and management of the Society, acts as the Board in between Board meetings except the power to pass policy.

Admin Role

- Manages staff relations and day to day support on behalf and in tandem with the Executive Committee

- Focused on administrative areas that are not well suited for student board members like Human Resources, Payroll, etc.

Staff Role:

- Dedicated staff to carry out the purposes of the Society as directed by the board executives and/or administrative personnel, work on committees as outlined in the operational policies.
- Will have input and reflective of a cooperative workplace environment
- Report to the Executive and Admin roles as outlined in policies

Strength:

- Greater transparency on who to hold accountable for decisions due to less overlapping duties.
- Board members are more well versed in the operational side of the organization, and are better able to fulfil their fiduciary responsibilities.
- Board members held accountable directly for their actions, every operational decision has to be reported by the Executive to the Board

Weaknesses:

- Executive members may experience a learning curve in adjusting from their current capacity into taking on some organizational responsibilities
- First month of the new Board will require extensive training on roles and responsibilities, especially the executives.

POLICY-GOVERNANCE BOARD

Model Description:

- Board's responsibility lies in developing and reviewing policies for administration and staff to follow, long term strategic planning, acts as an oversight body by requesting and reviewing reports through Executive Director

Values Fit

- Accountability
 - The board of directors are responsible for the activities and results of staff as well as the policies they pass
- Transparency and Community
 - The operational changes done will have to go out to the Board at Board meetings

- The ED can make operations decisions unless there is a limitation in the policies through Executive Limitations and Board Management Delegation policies in Carver.

Board Role:

- Solely on setting strategic direction. Set policy as Executive Limitations and Board Management delegation subject to monitoring review, focused on a lot of reporting. Operational decisions and documents are internal

Exec Role

- Meets on an adhoc basis when Board can't meet, no specific role different from the Board

Admin Role

- All operations of the organization are led by an Executive Director

Staff Role

- Take sole direction from the Executive Director

Strength

- Sole point of accountability on the staff side
- Less opportunity for grievances against Board members due to separation of Board with staff relations

Weaknesses

- Lack of transparency around operational decisions
- Harder to hold excluded staff accountable for decisions than Board members as there are bigger financial implications to make any changes
- Cost more as management tier grows, as more traditionally board roles become operationalized

POLICY DOCUMENTS REVIEW

Author: Osob Mohamed, President, Ex-Officio Member of the Governance Committee

The current policies reflect Board policies and the Operational Policies. The current structure of our policies highly reflects the stratification of our Board being responsible only to policy that is related directly to them. All operational policies can only be approved by the executive director through delegated authority. This principle of Carver, and the subsequent policy documents coming from that, works in a regular non-profit, but is not applicable in a student society that fosters the ideals of democracy and holds the Board accountable.

CURRENT MODEL (2015 - PRESENT)

Note:

- Board policies passed by Board
- Operational Policies Passed by Executive Director.

Strengths

- There is less time spent on passing Operational policies, so frees up time to do outreach work by the Board

Weakness

- The Board is not accountable to the policies passed that may have adverse effects on membership
- Board is unaware of some of the logistical decisions made by the staff in relation to society decisions
- Admin staff is unaccountable as the operational policies are developed outside of the Board
- No opportunity for student or Council review of the Board policies
- No consultation with the membership or no requirement to send to the SFSS Council

PREVIOUS MODEL (PRE-2015)

Note:

- Policy Manual Including: Rules, Standing Orders and Administrative Policies.
- All policies passed by the Board and had to be subject to a two weeks notice after posting on the society website, and must be circulated to Council for review and comment.\
- More language around board roles and responsibilities, as well as clarity on stipends and processes

Strengths

- More community and stakeholder engagement due to the policy approval process.
- Greater transparency and accountability around board roles and responsibilities
- Greater transparency around board stipend amounts and their responsibilities for earning it

Weakness

- The Board is not accountable to the policies passed that may have adverse effects on membership
- The policy approval process can be slow in an emergency situation
- The policy approval process requires an engaged council and at least some engaged members of the student body to be effective

SUMMARY OF THE POLICY DOCUMENTS REVIEW:

The Governance Committee is to decide on a documents structure that moves away from carver in line with the reports above. We recommend keeping the good pieces of some administrative policies portion of the 2015 Policy manual, in a separate document from any Board Policies. This part of the review is underway and will be completed for the June 11, 2020 Governance meeting for a report.

We have started the process of converting some of the Older 2015 Policies, namely the Rules and Standing Orders, with the plan to readopt those (**as Board Policies**), while adding Rules that come from our current Board policies that, in the Governance Committee's discretion, would be good to adopt. Standing Orders are committee terms of reference and would be straightforward to adopt while assessing some of the current committees and seeing which of the older committees would still be applicable.

The Operations Policies currently approved by the Executive Director must be reviewed and brought in as new Administrative policies, going back to the naming convention as stipulated in the bylaws. Each administrative policy is being looked into as stand-alone policies related to various operational aspects of the society for accessibility purposes instead of one long policy document.

RECOMMENDATIONS FOR THE GOVERNANCE REVIEW & RESTRUCTURING FROM THE GOVERNANCE COMMITTEE

GOVERNANCE MODEL

That the Governance Committee recommends a **Governance Board / Exec Managers Hybrid**, similar to the some student societies where the Board shall outline the limit of operations of the student society, and the management of the student society is delegated to the Executive Committee.

The Board should also hire non-union excluded personnel (with one or more non-union excluded personnel on the same level) who should assist with the day to day operational aspects of staff relations.

The reporting relationship should be clear, and these excluded staff persons should report to the President of the Society.

The President, alongside an HR committee (subcommittee of the Executive as established in the policies) shall ensure that the excluded staff are reviewed periodically as set out in policy to be developed.

Budget changes should be brought to the Finance Committee for a recommendation to the Board.

Operational decisions outside the scope of what's written in policies shall go to the Executive Committee, provided that Board members are consulted.

Operational decisions outside the scope of what's written in policies shall go to the Board.

All these relationships shall be outlined in policies of the Board.

BOARD GOVERNANCE FOCUS IN NEW MODEL:

Policy Setting: The Board shall pass all policies of the Student Society. Any changes of the Society should be posted publicly for comment and get proper consultation for changes. Board Policies should be made alongside administrative policies.

Strategic Planning: The Board shall set the strategic direction and set the review process and check-ins with the Board. We must define the Guiding Principles and how they are applicable to the Society and outline this as an appendix. The Board shall ensure adherence to the strategic plan alongside other policies.

Current Strategic Plan in-effect

- **Vision:** Students thriving everywhere
- **Mission:** To support students reach their full potential by providing resources and services that represent, connect and benefit our membership.
- **Strategic Priorities:** Student Engagement, Student Wellbeing, Student Financial Health, University Relations, Government and Stakeholder Relations, and Organizational Development.
- **Guiding Principles:** Equity, Community, Empowerment, Integrity, Sustainability, Accountability
- **Indicators of Success:** Enhance students' experience, growth in students' financial resources, Increase student engagement & sense of belonging, Successful SFSS advocacy campaigns, Streamline & improve governance and operations

EXEC MANAGEMENT FOCUS:

- Executive Committee, and other Committees on delegated authority, conducting review of admin support staff
- Clear reporting relationship of support staff outlined by Board in policies and executed by the Executive
- Work with Board committees to recommend changes and operational decisions
- President serves as staff relations officer

ADMIN SUPPORT FOCUS:

- Reports to Executive, supervised by the President, and work monitored via an HR Committee
- Supports the Executive, the Board and other committees to do its work, and to manage the staff relations of the Society on behalf of the Board
- One Admin serves as staff relations officer
- One Admin staff fields requests for vacation, be a first point of contact for requests, and the President as the secondary point of contact if operational and staff policies aren't clear on a decision.
- The President is the point of contact on decisions in between meetings of the Executive, if a decision is immediate and the Executive is unable to meet. The Executive Committee

has the power of the Board in between the meetings of the Board if the Board is unable to meet.

- Hiring committees for Admin brought to the Board by the Executive Committee.
- Hiring committees for coordinating staff brought to the Board

POLICY BREAKDOWN

The Policy Manual from 2015 is an amalgamation of three types of policies: Rules, Standing Orders and Administrative purposes. For the purposes of the Governance review, it is decided that instead of keeping one document with all three types of the policies, that we should instead keep the principle of having (1) a separate Board policies manual for Board related functions (Rules and Standing Orders) and Board Committee structures, and (2) a separate Administrative Policies that will outline the operations of the Society including but not limited to hiring policies, finance policies, communication policies, member services policies et al.

The Governance committee therefore recommends two sets of policies that outline how the internal structure of the Society will work, **Board policies** and **Administrative Policies**. These documents are still under review, and will be completed for the June 11, 2020 Governance meeting for a report. There shall be other policies that will continue to remain in effect and require no changes such as Issues Policies, Elections and Referenda Policies (to be reviewed at a later date), Accessibility Standard Policies, etc.

Board policies will include rules and standing orders of the Society that will stipulate all the work of the Board in relations to Board members, Board and its committees, roles of the Board members, Board of Directors, how they are remunerated and how society policies are changed.

Administrative policies shall outline Finance policies, Communication policies, Staff relations policies, internal access, member services and how they are run, all of which has to be put to the Council for comment, the membership and so the Board stays accountable to operational changes.

Spring | 201

Policy Manual

Simon Fraser Student Society

Last edited 2015-05-13

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Rules

R-1: Establishment and Revision of Policies

Society Policies

1. Policies are intended to establish the reciprocal responsibilities each part of the organization has to every other.
2. A motion to establish or amend a policy shall be:
 - a. given two (2) weeks notice of motion,
 - b. posted on the SFSS website,
 - c. circulated to the Council email list, and
 - d. referred to the Constitution and Policy Review Committee for a recommendation and report on:
 - i. its impact and effects, and
 - ii. its compatibility with the constitution, bylaws, and policies.
3. A policy shall only be adopted or amended by a:
 - a. 2/3rds majority vote of the members present and voting at a quorate meeting of the Board where that policy is a rule,
 - b. simple majority vote of the members present and voting at a quorate meeting of Board of Directors where that policy is a standing order, administrative policy, or issue policy
4. Suspension of a policy shall be for a definite time period and purpose, to be specified in the motion to suspend, and shall require a 2/3rds majority vote of the members present and voting at a quorate meeting of the Board of Directors.
 - a. Any suspension of R-1 or any of its parts does not suspend its requirements as they apply to rules.

Council Policies

1. Council policies regulate the conduct of Council business to ensure that it is conducted fairly and efficiently. They also regulate the relationship between Council and any advisory committees that are struck in accordance with bylaw 2.
2. Council has the exclusive power to establish, revise, and repeal Council policies.
3. A motion to establish or amend a Council policy shall be:
 - a. given three (3) weeks notice of motion, and
 - b. referred to the constitution and Policy Review Committee for a recommendation and for a report on its impact and effects, and its compatibility with the constitution, bylaws, and policies.
4. A Council policy shall only be adopted or amended by a 2/3rds majority vote of the members present and voting at a quorate meeting of Council.
5. Suspension of a Council policy shall be for a definite time period and purpose, to be specified in the motion to suspend, and shall require a 2/3rds

majority vote of the members present and voting at a quorate meeting of Council.

Adopted: BOD 2002-07-15.
Amended: BOD 2015-01-07, BOD 2008-11-17,
BOD 2005-10-05.

R-2: Executive Officer Duties, Responsibilities, and Stipend Requirements

Duties and Responsibilities of Executive Officers

1. Executive officers shall attend all regularly scheduled meetings of the Executive Committee called during the month.
2. Executive officers shall attend all meetings of the Board of Directors called during the month.
3. Executive Officers shall attend all General Meetings of the Society called during the month.
4. Executive Officers are expected to chair at least one standing committee of the Society, and to actively participate in one other committee of the Society, other than the Executive Committee, or to which the Society nominates or appoints.
5. Executive Officers shall post and keep office hours
6. Executive Officers shall provide a semesterly written report by the 30th day of the first month of the following semester, detailing work completed and projects undertaken for the benefit of the Society. Exit reports shall take the place of work reports for the Spring Semester.
7. Executive Officers shall maintain and update the procedures manual for their respective positions.
8. Notwithstanding the above, during the months of April, August, and December it is understood that the duties and responsibilities of Executive Officers may be reduced by a maximum of one-half (1/2) of the required hours (60 hours), and that this reduction in activity shall not affect stipend allocations.

Stipend Eligibility

9. The eligibility of an executive officer for full stipend is determined by fulfilling each of the requirements contained in the above section, R-6: Duties and Responsibilities of Executive Officers.
10. At the first meeting of each semester, executive officers must offer proof of registration or proof of payment of the student society fee to the Board of Directors in order to be considered a member in good standing.
11. In the event of an illness, executive officers may be excused for a maximum of thirty (30) hours per one-year term of office.
 - a. Officers elected on a temporary basis may be excused for a maximum of ten (10) hours per semester.
 - b. Excused hours in any pay period must be fulfilled within the subsequent month.

12. Directors must fulfill all the requirements of bylaw 6.1, return keys, and settle all their outstanding debts to the Society to be eligible to receive their final stipend.
13. Failure to submit an exit report within ten (10) business days following the end of their term will result in a \$150 deduction per week from the final stipend, unless extenuating circumstances exist.
 - a. Executive officers who have been re-elected to a subsequent term on the Board of Directors will have all further stipends withheld until such time as an exit report has been submitted.

Stipends for Executive Officers

14. In recognition of the time Executive Officers volunteer the Society provides a stipend of \$1750.00 per month.

Amended: BOD 2015-05-07, BOD 2013-07-18,
BOD 2010-11-29, BOD 2009-10-19,
BOD 2009-07-29, BOD 2009-04-22,
BOD 2008-09-29, BOD 2008-04-16,
BOD 2004-05-01, BOD 2005-08-10.

R-3: Faculty Representative and At-Large Board of Directors Duties, Responsibilities & Stipend Requirements

Duties and Responsibilities of Faculty Representative and At-Large Representatives

1. Faculty representatives and at-large representatives shall attend all regularly scheduled meetings of the Board of Directors called during the month.
2. Faculty representatives and at-large representatives shall attend all general meetings of the Society called during the month.
3. Faculty representatives and at-large representatives will be expected to assist with projects and campaigns, and facilitating communications between the Society and its members.
4. Faculty representatives will be expected to participate in the work of the Society, including but not limited to:
 - a. informing students in their faculty of the Society's activities,
 - b. forwarding issues of importance from their faculty to the Board of Directors,
 - c. making efforts to attend departmental student union general meetings, and
 - d. reporting the activities of the Society to unions within their faculty if requested.
5. Faculty representatives and at-large representatives shall be members of and actively participate in at least two standing committees of the Society.
6. Faculty representatives and at-large representatives shall post and keep office hours.
7. Faculty representatives and at-large representatives shall provide a semesterly written report by the 30th day of the first month of the following

- semester, detailing work completed and projects undertaken for the benefit of the Society. Exit reports shall take the place of work reports for the month of Spring semester
8. Faculty representatives and at-large representatives shall maintain and update the procedures manual for their respective positions.
 9. Notwithstanding the above, during the months of April, August, and December, it is understood that the duties and responsibilities of Faculty representatives and at-large representatives may be reduced by a maximum of one-half (1/2) of the required hours (30 hours), and that this reduction in activity shall not affect stipend allocations.

Stipend eligibility for Faculty Representative and At-Large Representatives

10. The eligibility of faculty representatives and at-large representatives for full stipend is determined by fulfilling each of the requirements of this policy.
11. At the first meeting of each semester, each faculty representatives and at-large representatives must offer proof of registration or proof of payment of the Student Society fee to the Board of Directors in order to be considered a member in good standing.
12. In the event of illness, faculty representatives and at-large representatives may be excused by a maximum of fifteen (15) hours per one-year term of office.
13. Officers elected on a temporary basis may be excused for a maximum of five (5) hours per semester.
14. Excused hours in any pay period must be fulfilled within the subsequent month.

Stipend for Faculty Representative and At-Large Representatives

15. In recognition of the time that faculty representatives and at-large representatives volunteer to the Society, each faculty representative and at-large representative shall receive a stipend of \$875 per month.
16. Notwithstanding the above, if Faculty representatives and at-large representatives work above and beyond the scope of their duties with the prior permission of the Board of Directors, they may collect a stipend of \$1 166 instead of \$875.

Amended: BOD 2015-05-07, BOD 2015-03-25,
BOD 2013-07-19, BOD 2009-07-09,
BOD 2009-04-22, BOD 2008-09-29,
BOD 2008-04-16, BOD 2005-08-10,
BOD 2009-10-19, BOD 2004-05-01.

R-4: Council Representatives Duties, Responsibilities, and Stipend Requirements

Definition

1. "Council representative" shall refer to a department representative and a constituency group representative as defined in the bylaws.

Duties and Responsibilities of Council Representatives

2. Council Representatives are encouraged and expected to participate in the work of the Society, including but not limited to:
 - a. informing students in their departments of Society activities,
 - b. forwarding to the Board of Directors issues that are of concerns to the members of their department student union or constituency group,
 - c. assisting with projects and campaigns, and
 - d. facilitating communication between the Society and its members.
3. Council representatives shall:
 - a. post a reliable means by which students may contact them in their common rooms or departments, as well as at the general office of the Society,
 - b. provide a report of their activities at the request of the Board of Directors or their department student union or constituency group, and
 - c. attend all Council meetings, general meetings of the Society, and no less than 75% of the general membership meetings called by the department student union or constituency group called during the semester
4. Council representatives are strongly encouraged to be a member of the committees and working groups of the Society

Stipend Eligibility for Department Representatives

5. Stipends are awarded on a per-meeting basis.
6. In recognition of the time Council Representatives volunteer the Society provides a stipend of \$35.00 per scheduled meeting attended from May 1, 2008.

Amended: BOD 2008-06-23, BOD 2008-04-16
BOD 2005-12-07, BOD 2003-03-19

R-5: Society Affiliations

1. The Society cannot enter into a binding contract with an extra-university student association or federation from March 20th, 2009 to March 19th, 2014, as voted by referendum of the membership of the Simon Fraser Student Society.*
2. No meeting of the Board of Directors can vote to reinstate or acquire members in an extra university student association or other similar body, from March 20th, 2009 until March 19th, 2014, as voted by referendum of the membership of the Simon Fraser Student Society.
3. The Simon Fraser Student Society will remain independent of any extra-university association or similar body from March 20th, 2009 until March 19th, 2014, as voted by referendum of the membership of the Simon Fraser Student Society.

4. As such, it is a violation of this policy for any Board of Directors member to collect signatures on a petition for a referendum concerning membership in an external national or provincial student organization.

Adopted: BOD 2009-04-22

R-6: Ethical Standards of Conduct for Members of Board of Directors and its Committees

1. Proper operation of a democratic student organization requires that students elected to the Board of Directors or appointed by the Board of Directors to a Society or University committee be duly responsible to the membership. To this end, it is imperative that:
 - a. Society decisions and policy be made through the proper channels of the Society's structure, and
 - b. elected and appointed positions not be used for personal gain.
2. Members of the Board of Directors and Society committees shall:
 - a. maintain the highest ideals of honour and integrity while serving on the Board of Directors or a committee,
 - b. avoid any situations that could cause any person to believe that they may have brought bias or partiality to a question before the Board of Directors or its committees,
 - c. avoid any situation that could impair their judgment in the performance of their elected duties while in office,
 - d. carry out their duties with impartiality and equality of service to students,
 - e. declare to the Board of Directors at the first opportunity their interests, or known interests of any close relatives, acquaintances, or business partners, in any enterprise which proposes to transact business with the Society,
 - i. leave the meeting during any discussion or vote on a subject where such an interest exists,
 - f. not use information designated confidential for the personal gain of himself/herself/zirself or any other person, and
 - g. not communicate information designated confidential to anyone not entitled to access that information.

Amended: BOD 2003-03-19

R-7: Society Records and Property

1. Any documents or materials received or obtained by members of the Board of Directors or its committees in the course of fulfilling their duties, shall be considered the property of the Society and must be returned to the Society upon vacating their position, including, but not limited to:
 - a. keys,
 - b. correspondence,
 - c. office supplies,
 - d. hardware,
 - e. software,

- f. equipment received or obtained by the members of the Board of Directors or its committees in the course of fulfilling their duties.
2. Failure to return Society property shall be considered theft.
3. The means of access to the aforesaid materials shall also be considered the property of the Society.
 - a. Such means of access must be returned to the Society upon vacating a position on the Board.

Amended: BOD 2010-07-07, BOD 2003-03-19

R-8: Board of Directors Meetings

Duration

1. Regular meetings of the Board of Directors shall be limited in duration to three hours, which shall be calculated from the time when quorum has been achieved.

Quorum

2. Once a meeting of the Board of Directors becomes quorate, that meeting shall be considered quorate until such time that a question of quorum is raised.
3. A question of quorum shall be treated as a point of order, as defined by Robert's Rules of Order.
4. All students who are members in good standing shall have full speaking privileges at all meetings of the Board of Directors.

External Chair

5. The Board of Directors may, by simple majority vote, appoint a person to chair the Board of Director meetings from amongst its seated members, or it may appoint a chairperson external in a manner consistent with the bylaws.
6. An external chair shall receive a \$75 honorarium for each meeting that he/she/ze chairs.
7. The external chairperson shall continue to chair Board of Directors meetings during in camera sessions.
8. The external chairperson is bound by all rules governing in camera sessions.

Agenda

9. The order and items of business for meetings of the Board of Directors are:
 - a. Appointment of the Chair
 - b. Adoption of the Agenda
 - c. Guest Speaker
 - d. Adoption of the Minutes
 - e. Matters Arising from the Minutes
 - f. Appointments/Resignations
 - g. Unfinished Business

- h. Reports from Society Directors, Committees, Representatives, and Delegates
 - i. New Business
 - j. Notices of Motion
 - k. Announcements
 - l. Attachments
 - m. Adjournment
10. Agenda items for regularly scheduled Board of Directors meetings and supporting documents must be submitted to the Chair, President, and Minute Taker no later than noon, three business days before a Board of Directors meeting.
- a. Reports from Society directors, committees, representatives, and delegates must be submitted to the Minute Taker no later than noon, two business days before the Board of Directors meeting.
11. Board of Directors packages will be available electronically on the Society website two business days prior to regularly scheduled Board of Directors meetings.

Location

12. At least one meeting of the Board of Directors shall be held at the Harbour Centre campus over the course of any administration.
13. At least one meeting of the Board of Directors shall be held at the Surrey campus over the course of any administration.
14. The agenda, time, and location of regularly scheduled Board of Directors meetings shall be published on the Society website prior to these meetings. The agenda, time, and location of emergency Board of Directors meetings shall be published on the Society's website if possible.

Adopted: BOD 2003-03-19
Amended: BOD 2015-04-22,
BOD 2014-08-26, BOD 2008-07-14,
BOD 2008-04-16, BOD 2005-03-16

R-9: In Camera Sessions

1. Board of Directors and its committees may by simple majority vote move items for discussion in camera.
2. In camera items are strictly confidential and members present are bound by the Society Act not to disclose the proceedings of in camera sessions.
3. In camera sessions are reserved for discussions of staff relations (in accordance with the relevant collective agreements or contracts), legal matters, or other matters of a sensitive or confidential nature.
4. Only members of the Board of Directors and its committees, and invited third parties as may be required are allowed to remain in the meeting.
5. No motions may be moved during in camera sessions.
6. For the purpose of adequately preparing for in camera sessions of the Board of Directors or its committees not relating to labour issues, members of the Board of Directors or its committees who plan on bringing

- forward in camera items for discussion shall provide a representative member with any documentation relating to the in camera session.
- a. The member shall then send an electronic mail message to the appropriate committee list alerting the committee that the representative member has said documentation.
 - b. The documentation will be available for review by the committee one hour prior to the meeting where the issue will be discussed in camera.
7. Directors are bound by the proscription of not disclosing the contents of any documents relating to in camera sessions.

Amended: BOD 2005-05-18, BOD 2003-03-19

R-10: Remuneration of Elected Representatives

Definitions

1. "Regulation" refers to any rule, standing order, administrative policy, issue policy, or Council policy.
2. "Remuneration motion" refers to any motion to create or amend any regulation which shall set or change the amount of a stipend or other remuneration paid to a member of the Board of Directors or Council, or which shall establish or change any other form of remuneration available to them.
3. Any remuneration motion shall be referred to the Remuneration Advisory Committee for a report.
4. The Board of Directors and Council will not consider any remuneration motion except as recommended by the Remuneration Advisory Committee.

Applicability

5. This rule is applicable notwithstanding rules 1, 2, 3, 4, or 5.
6. For clarity, amendments to any regulation contemplated by this section are only those portions of motions fitting the definition of 'remuneration motion.'
7. For clarity, any part of any remuneration motion that does not fit the definition of 'remuneration motion' is not subject to this rule and is instead subject to rules 1, 2, 3, 4, and 5, as applicable.
8. The Committee shall provide a period for student comment on proposed changes to the remuneration paid to the Board of Directors or Council, with the following stipulations:
 - a. Notification of the comment period shall be published on the Society's website and in the student newspaper no less than four (4) weeks prior to the Committee providing a recommendation to the Board of Directors or Council.
 - b. Notification shall include an invitation for students to attend a special meeting of the Committee held primarily to hear student comment. This meeting shall be held no less than two (2) weeks

after the comment period has commenced and no less than one (1) week before the comment period ends.

- c. No more than two (2) weeks of the comment period shall take place during the months of August, December, or April.

Adopted: BOD 2009-04-30

R-11: Elections and Referenda

Campaigns

1. No campaigning shall occur until the Chief Electoral Officer officially opens the campaign period.
2. No Society, faculty student union, department student union, constituency group, or club mailing list or database information shall be used to distribute campaign materials.
3. No campaign materials or activities, irrespective of where or how those campaign materials are distributed or activities held, shall attack the person of any other candidate.
4. Campaigning is not permitted during the voting period.

Referenda

5. The Chief Electoral Officer must approve referenda campaigns.
6. Only one 'for' campaign and one 'against' campaign will be approved.

Debates

7. The Independent Electoral Commission shall organize and promote at least one all-candidates debate during the campaign period at each of the Surrey and Burnaby campuses, and, if possible, at the Vancouver campus.

Campaign Materials

8. All campaign materials must:
 - a. indicate their authoring candidate or campaign, and
 - b. be approved by the Independent Electoral Commission.
9. No campaign materials may be posted in the Women's Centre, Out on Campus office, Food and Beverage Spaces, or in the Society Office Spaces.
10. With the exception of referenda questions, Society resources, including the time of staff and Board members, may not be used for the purposes of campaigning.

Campaign Expenses

11. The campaign budgets of any candidate may not exceed \$50.
 - a. The Society will reimburse this cost following the election.
12. The budget for any referendum campaign shall be \$300 for the cost of printed materials.
 - a. The Society will reimburse this cost following the election.

Campaign Infractions and Appeals

13. The Independent Electoral Commission shall adjudicate all disputes regarding any breach of election, by-election, and referendum bylaws and policies by candidates or campaigns on the basis of those bylaws and policies.
14. Complaints must be communicated to the Independent Electoral Commission in writing.
15. Where an infraction is discovered by the Independent Electoral Commission or where a complaint is lodged, the Independent Electoral Commission shall:
 - a. begin the adjudication process within one business day of receiving a complaint, and
 - b. invite the candidate(s) or campaign in question to speak on their own behalf.
16. The Independent Electoral Commission shall:
 - a. determine, on the basis of the evidence provided, whether or not an infraction was committed,
 - b. determine the penalties for any infractions,
 - c. communicate its decision to the candidate(s) or campaign in writing within two business days of the hearing, and
 - d. include that written record within its election report.

Appeals

17. A complainant may appeal a decision of the Independent Electoral Commission to the Independent Electoral Commission where:
 - a. an intention to appeal a decision is provided to the Chief Electoral Officer, in writing, within two business days of the original decision, and
 - b. new evidence is available.
18. The Independent Electoral Commission shall have the right to reject an appeal application that is deemed frivolous or invalid.

Voting

Ballots

19. The Independent Electoral Commission shall be responsible for designing the ballots.

Online Voting

20. Links to electronic ballots must be sent to all eligible student voters by email, and posted on all Society web-based communication tools, as well as the Independent Electoral Commission website.

Tabulation of Votes

21. Online votes shall be tabulated as soon as possible.
22. The unofficial results shall be promptly announced in a public location and posted on the Independent Electoral Commission website.

23. The Independent Electoral Commission may approve a maximum of three (3) scrutineers by lottery to observe the tabulation of the vote on behalf of all candidates.

Election Reporting

24. The Chief Electoral Officer shall submit a written report of the official election results and referenda outcomes to the Board of Directors for ratification.
25. Any outstanding appeals to the Independent Elections Commission must be submitted and resolved prior to the ratification of election results.
26. The Chief Electoral Officer shall provide a written report of the official election results and referenda outcomes to the Finance Office before the start of the following semester.
27. The Chief Electoral Officer shall create and present a comprehensive election report to the incoming Board within the first month of his/her/zir taking office.
 - a. The report shall contain:
 - i. the official results of the election and referendum questions,
 - ii. a financial statement outlining the cost of the election,
 - iii. a summary of all relevant issues arising from the election,
 - iv. suggestions for improvement of future elections, and
 - v. any other relevant information deemed necessary

Approved: BOD 2009-09

Deleted BOD 2010-09-20

Amended: BOD 2014-10-15, BOD 2010-09-20

R-12: Independent Electoral Commission

1. A full Independent Electoral Commission must be established no later than two (2) weeks before nominations are called for a general election or by-election.
2. The Society shall provide an office for the Independent Electoral Commission.

Appointments

3. Calls for candidates to all Independent Electoral Commission positions must be advertised at least on:
 - a. the Independent Electoral Commission website and include,
 - b. in the student newspaper,
 - c. as posters on SFU approved bulletin boards on all three campuses,
 - d. on all available Society web-based communications tools.
4. All advertisements for candidates to the Independent Electoral Commission must:
 - a. include the duration of the appointment,
 - b. include the nature and scope of the work, and
 - c. include the date and time of the Council meeting during which the applicants will be interviewed, and

- d. be posted at least two (2) weeks prior to the date of the first Council meeting during which interviews will be held.

Chief Electoral Officer

5. Council will make a binding recommendation to the Board of Directors to appoint a Chief Electoral Officer to a one-year term commencing on December 1st of every calendar year.
6. All applicants shall be interviewed at a Board of Directors meeting during or prior to a Board of Directors meeting at which the Chief Electoral Officer will be appointed.
7. The Board shall appoint a Chief Electoral Officer by two-thirds (2/3) majority vote.
8. The Board shall appoint a replacement in the same manner in the event the Chief Electoral Officer vacates his/her/zir position prior to the end of his/her/zir term.

Commissioners

9. The Chief Electoral Officer shall make a binding recommendation to Board to appoint commissioners for a term lasting from two weeks prior to an election to the approval of the final election results by the Board.

Responsibilities

Chief Electoral Officer

10. Coordinates the elections, by-elections, and referenda of the Society.
11. Faculty Student Unions, Department Student Unions, Clubs, and Society recognized constituency groups may request that the Chief Electoral Officer coordinate their elections.
12. The Chief Electoral Officer may do so subject to Board approval, though not while coordinating the elections, by-elections, and referenda of the Society.
13. The Chief Electoral Officer may accept an honorarium from these groups under these circumstances.
14. The Chief Electoral Officer, in consultation with the Communications Coordinator, must ensure that the Independent Electoral Commission website is kept up to date.
15. The Chief Electoral Officer will maintain and ensure the distribution of the Elections Handbook to all candidates and campaigns.

Commissioners

16. Commissioners shall support the Chief Electoral Officer in the organization and conduct of an election, by-election, or referendum of the Society.

Stipends and Resources

Chief Electoral Officer

17. In recognition of services rendered, the Chief Electoral Officer shall receive a stipend.
 - a. It may be for up to one hundred fifty (150) volunteer hours during any election period.
18. The Board may increase the maximum number of volunteer hours eligible for stipend allotment following a request by the Chief Electoral Officer.
19. The stipend of the Chief Electoral Officer shall be disbursed semi-monthly.
20. The stipend of the Chief Electoral Officer shall be calculated at an hourly rate equivalent to that of the executive members of the Board of Directors
21. Should the Chief Electoral Officer fail to fulfill his/her/zir duties, the commissioners may, by majority vote, recommend a deduction of the stipend of the Chief Electoral Officer to the VP Finance.
22. The Chief Electoral Officer may appeal any deduction to his/her/zir stipend to the Stipend Appeals Committee.
23. The Society shall provide the Chief Electoral Officer with a cell phone during election, by-election, and referenda periods.

Commissioners

24. In recognition of services rendered, commissioners shall receive a stipend.
 - a. It may be for up to sixty (60) volunteer hours during any election period.
25. The Board may increase the maximum number of volunteer hours eligible for stipend allotment following a request by the Chief Electoral Officer.
26. Commissioner stipends shall be disbursed semi-monthly
27. Commissioner stipends shall be calculated at an hourly rate equivalent to that of the faculty and at-large representatives of the Board of Directors.
28. Should any Commissioner fail to fulfill his/her/zir duties, the Chief Electoral Officer may make a binding recommendation that the VP Finance deduct a portion of that commissioner's stipend.
29. A Commissioner may appeal any such deduction to the Stipend Appeals Committee.

Approved: BOD 2011-04-06.
Amended: BOD 2015-01-07, BOD 2014-10-15.

R-13: Transition and Final Stipend Eligibility

Duties and Responsibilities of Executive Officers, Faculty Representatives, and At-Large Representatives upon the Completion of their Term

1. Final stipend eligibility requires executive officers, faculty representatives, and at-large representatives, hereinafter referred to as directors, to have completed all requirements of contained in these bylaws.
2. Final stipend eligibility requires directors to have fulfilled the requirements contained in these rules and settled all outstanding debts to the Society within ten (10) business days following the end of their term.

3. Final stipend eligibility requires directors to have submitted an exit report detailing their activities during their term in office, within ten (10) business days following the end of their term.
4. The exit report of the VP Student Services shall, in accordance with the bylaws and policies, comprise of a section for inclusion in the Annual Report presented at the next AGM.

Final Stipend Eligibility

5. Failure to fulfill the requirements contained in these regulations shall be governed by rules 6 and 7.
6. Failure to fulfill the requirements of this regulation within ten (10) business days following the end of the Board of Directors term in office will result in a \$150 deduction per ten (10) business days, and up to twenty (20) business days, from the final stipend, unless extenuating circumstances exist. In the case of extenuating circumstances, cases shall be taken to the Stipend Appeals Committee.
7. Directors who have been re-elected to a subsequent term on Board will have all further stipends withheld until an exit report has been submitted. The requirements of rule 11 shall be waived if the material is pertinent to the new position.
8. Failure to fulfill the requirements of this regulation within twenty (20) business days shall result in:
 - a. the entirety of the stipend being withheld,
 - b. becoming a member in poor standing of the Society, and
 - c. being assessed a fine of \$25 per business day to a maximum of \$750.
9. Standing shall be reversed only upon fulfilling requirements of this regulation.
10. Stipends shall not be issued until the requirements of this regulation have been fulfilled.

Final Stipend for Directors

11. In recognition of the time Directors volunteer, the Society provides a final stipend in the amounts stipulated in rules 6 and 7.

Enforcement of this Policy

12. Enforcement of this regulation shall be the responsibility of the incoming VP Finance.
13. The incoming President shall ensure that the VP Finance complies with the terms of this Rule.

Approved: BOD 2011-04-06

STANDING ORDERS

SO-1: Society Standing Committees, Ad-hoc Committees and Working Groups

Establishment of Society Committees and Working Groups

1. The Board of Directors may, at its discretion, delegate its authority to standing committees, ad-hoc committees, and working groups.
 - a. Standing committees are established and empowered by the Board of Directors to consider and take action on routine duties and responsibilities relating to the Society on a regular and ongoing basis.
 - b. Ad-hoc committees are established and empowered by the Board of Directors to consider and take action on specific duties and responsibilities relating to the Society that arise regularly, but infrequently.
 - c. Working groups are established and empowered by the Board of Directors or its committees to consider and take action on specific tasks or issues on an as-needed basis. A working group is constituted for a limited duration and will be dissolved once its purpose has been served.

Standing and Ad-hoc Committees

2. The Board of Directors establishes the standing orders that comprise the terms of reference for all standing and ad-hoc committees. Committees have the authority to act in accordance with their terms of reference, but must seek the direction and approval of the Board of Directors on any matters of serious concern or significance to the membership of the Society.
3. Unless otherwise specified in the standing order establishing the committee, standing and ad-hoc committees are chaired by an executive officer.
 - a. The duties of the Chair include:
 - i. convening regular meetings,
 - ii. informing committee members of meeting times and locations,
 - iii. preparing agendas,
 - iv. distributing any documents or materials to committee members,
 - v. submitting attendance to the VP Finance, and
 - vi. reporting on committee activities to the Executive Committee and to Board of Directors.
4. Composition of committee membership is specified by the committee's terms of reference. Unless otherwise specified by the standing order

- establishing the committee, only members in good standing may be appointed to a voting seat on a standing committee.
- a. Duties of committee members include:
 - i. attending all meetings of the committee,
 - ii. representing to the best of their abilities the interests of the Society, and
 - iii. performing any duties assigned as part of the committee's mandate.
 5. Unless otherwise specified in the standing order establishing the committee, members of standing and ad-hoc committees shall be elected/impeached by a simple majority vote of the Board of Directors.
 6. Unless otherwise specified in the standing order establishing the committee, quorum for all standing and ad-hoc committees shall be a majority of the seats filled.
 7. Unless otherwise specified in the standing order establishing the committee, all committee members, with the exception of persons employed by the Society, are voting members.
 8. For the purposes of the standing orders, 'student at-large' shall refer to a student who does not hold a position on the Board of Directors and who is a member in good standing of the Society. Council members shall refer to those members who sit as members of Council and are not members of the Board of Directors of the Society.

Working Groups

9. The Board of Directors, or standing or ad-hoc committees establish working groups, as well as their mandates, authority, and jurisdiction by motion.
10. The Board of Directors, or standing or ad-hoc committees select the chair of a working group from among its members.
 - a. Duties of the chair include:
 - i. convening regular meetings,
 - ii. informing committee members of meeting times and locations,
 - iii. preparing agendas,
 - iv. distributing any documents or materials to working group members,
 - v. submitting attendance to the VP Finance, and
 - vi. reporting working group activities to its committee or the Board of Directors.
11. Composition of working groups is open to all members in good standing of the Society.
 - a. Duties of working group members include:
 - i. attending all meetings of the working group,
 - ii. representing to the best of their abilities the interests of the Society, and

- iii. performing any duties assigned as part of the working group's mandate.
- 12. Meeting times and locations of all standing committees, ad-hoc committees, and working groups shall be published on the Society's website in a conspicuous place, and in the vicinity of the Society's General Office prior to these meetings.
- 13. Information about student-at-large vacancies on the Society's committees shall be published on the Society's website prior to these meetings.

Amended: BOD 2008-04-16, BOD 2006-03-10,
 BOD 2006-02-24, BOD 2002-03-27.

SO-2: Appointments and Resignations to and from Committees

1. All candidates for positions on committees nominated by the Board of Directors must apply for those positions to Board of Directors.
2. Unless otherwise specified by the committee's terms of reference, the Board of Directors appoints its member for a term of office expiring April 30th each year.
3. Resignations from committees are to be delivered to the President who shall report them to the subsequent meeting of the Board of Directors.
4. Any member of a committee who, without prior authorization by the committee chair, is absent from two consecutive meetings of the committee shall be deemed to have abandoned their position on the committee
 - a. The Chair shall declare that position vacant forthwith.

Amended: BOD 2002-03-27

Standing Committees

SO-3: Advocacy Committee

1. The Board of Directors shall maintain the Advocacy Committee as a standing committee.
2. This Committee shall generally coordinate the advocacy and university relations work of the Society.

Composition

3. Chairperson: VP External Relations
4. [Ex-officio] President
5. VP University Relations
6. VP Student Life
7. Two non-executive members of the Board
8. Four members of Council, a maximum of two from the Board, nominated by Council
9. Two students at-large
10. One representative selected by and from the student members of the Board of Governors
11. One representative selected by and from the student members of Senate
12. One representative selected by and from the Women's Centre Collective

13. One representative selected by and from the Out on Campus Collective
14. [Non-voting] Campaigns, Research, and Policy Coordinator
15. The Board of Directors shall attempt to ensure that at least one member of the committee is also a student member of the Senate Committee on University Priorities.

Terms of Reference

16. Identify and prioritize issues of concern to students.
17. Develop and coordinate strategies to address those concerns.
18. Establish working groups to implement campaigns and take actions to address those concerns.
19. Ensure that Society members are informed of these issues, and the steps taken to address them.
20. Prepare the annual budget for the Advocacy Committee for consideration by the Finance and Administrative Services Committee.
21. Review the progress of business through Senate, the Board of Governors, the Senate Committee on University Priorities, and the SFU Community Trust.
22. Assist the VP University Relations in recruiting students to sit on university committees and holding these students accountable for their work.

Amended: BOD 2011-06-07, BOD 2011-06-07,
 BOD 2008-04-16, BOD 2005-04-27,
 BOD 2003-11-05.

SO-4: Commercial Services Committee

1. The Board of Directors shall maintain the Commercial Services Committee as a standing committee.
2. This Committee shall serve to oversee the Society's commercial services, which shall include all food, beverage and retail services, and other revenue generating departments and operations as determined by the Board of Directors and shall not unreasonably limit the normal duties and responsibilities of the Student Society Food and Beverage Services Manager.

Composition

3. Chairperson: member of the Board of Directors
4. [Ex-officio] President
5. VP Finance
6. Five members of the Board of Directors
7. Three Council members
8. Two students at-large
9. [Non-voting] One representative selected by and from non-management Food and Beverage staff
10. [Non-voting] Financial Coordinator
11. [Non-voting] Communications Coordinator
12. [Non-voting] Student Society Food and Beverage Services Manager
13. [Non-voting] Pub Events and Promotions Coordinator

Terms of Reference

14. Receive regular reports and recommendations from the managers of the Society's commercial services.
15. Set goals, make decisions, and give direction with respect to the operation, administration, and management of the Society's commercial services, as well as make recommendations to the Board of Directors as necessary.
16. Review the performance and operations of the Society's commercial services, ensuring the needs of the Society's members are satisfied in so far as financial and operational realities permit, and make recommendations to the Board of Directors as necessary.
17. Coordinate the preparation of the annual operating budget and the annual capital budget of the Society's commercial services for consideration by the Finance and Administrative Services Committee.
18. Review and propose any amendments or adjustments to the annual operating budget or annual capital budget of the Society's commercial services for consideration by the Finance and Administrative Services Committee.
19. All discussions of a sensitive or confidential nature regarding the operations of the Society's commercial services shall be held in camera.
20. The Chair is required to call a meeting of the Commercial Services Committee a minimum of once a semester.

Amended: BOD 2013-07-18, BOD 2010-11-29,
BOD 2008-07-14, BOD 2008-04-16,
BOD 2004-05-19.

SO-5: Constitution and Policy Review Committee

1. The Board of Directors shall maintain the Constitution and Policy Review Committee as a standing committee.

Composition

2. Chairperson: Executive Officer
3. [Ex-officio] President
4. Four Board of Directors members
5. Two students at-large
6. Two representatives from Council
7. [Non-Voting] Campaigns, Research, and Policy Coordinator

Terms of Reference

8. Review proposals and make recommendations to amend, add and delete sections of the Society's constitution, bylaws, and policies.
9. Review appeals or questions regarding the interpretation and application of the Society's constitution, bylaws, and policies, except those specifically reserved for other committees of the Society.

Amended: BOD 2008-04-16, BOD 2006-02-24,
BOD 2003-07-30.

SO-6: Executive Committee

1. Standing Committee Board of Directors shall maintain the Executive Committee as a standing committee.

Composition

2. Chairperson: President
3. VP Student Service
4. VP Finance
5. VP Student Life
6. VP External Relations
7. VP University Relations
8. [Non-voting] Campaigns, Research, and Policy Coordinator [2008-05-01]
9. [Non-voting] Communications Coordinator [2008-05-01]
10. [Non-voting] Student Union Organizer
11. Quorum shall be four Executive Officers, two of whom must be signing officers.

Terms of Reference

12. Generally coordinate the day-to-day activities of the Society.
13. Report to Board of Directors as required on the activities of Society committees as well as other matters of importance.
14. Recommend actions for consideration by Board of Directors and its committees.
15. Ensure the timely implementation of all directives of Board of Directors.
16. Between the last quorate Board of Directors meeting of each semester, and the first quorate meeting of each subsequent semester, be enabled to spend up to \$20,000, make appointments to committees, and carry out the day-to-day operations of the Society.

Amended: BOD 2008-04-16, BOD 2005-07-27,
BOD 2002-03-27.

SO-7: Finance and Administrative Services Committee

1. The Board of Directors shall maintain the Finance and Administrative Services Committee (FASC) as a standing committee. This committee shall oversee the financial and internal administrative matters of the Society.

Composition

2. Chairperson: VP Finance
3. [Ex-officio] President
4. Four Board of Directors members, two of whom must be an Executive Officer
5. Two Council members
6. Two students at-large
7. [Non-voting] Financial Coordinator
8. [Non-voting] Campaigns, Research, and Policy Coordinator

9. [Non-voting] Executive Director

Terms of Reference

10. This committee shall not unreasonably limit the normal duties and responsibilities of the VP Finance.
11. Coordinate the preparation of the annual operating budget and the annual capital budget of the Society and make recommendations to the Board of Directors as necessary.
12. Review and propose any amendments or adjustments to the annual operating budget or annual capital budget of the Society and make recommendations to the Board of Directors as necessary.
13. Administer the budget of the Society, including the approval of any financial disbursements or discretionary spending approved within the Society's budget, where authority to do so is not delegate elsewhere in this policy manual provided.
14. Monitor and oversee all funds, investments, and other financial assets and liabilities maintained by the Society, and make recommendations to the Board of Directors as necessary.
15. Monitor and oversee all other financial aspects of the Society and make recommendations to the Board of Directors as necessary.
16. Make decisions and give direction with respect to the internal administrative procedures and practices of the Society, including the administration of all internal services and activities of a non-commercial nature.
17. All discussions of a sensitive or confidential nature regarding financial or administrative matters of the Society shall be held in camera.

Amended: BOD 2013-02-20, BOD 2011-07-06,
BOD 2008-04-16, BOD 2002-03-27.

SO-8: Joint Services Committee

1. The Simon Fraser Student Society and the SFU Student Services shall maintain the Joint Services Committee as a standing committee.

Terms of Reference

2. The Committee shall coordinate services and events that are jointly administered by the Society and Student Services, as defined in the letter of agreement originally signed July 14, 2003.

Adopted: BOD 2004-03-27.
Name Changed: 2010-07-07.

SO-9: Accessibility Fund Advisory Committee

1. Board of Directors shall maintain the Accessibility Fund Advisory Committee as a standing committee.

Composition

2. Chairperson: VP Student Services
3. President (Ex-Officio)

4. VP Student Life
5. One member of the Board of Directors
6. Two students nominated by and from the membership of Students United for Disability Support or in the event that SUDS is not active in any given semester two students recommended by Council or by SFU's Centre for Disabilities
7. One at-large student member (not a member of the Board of Directors). Notwithstanding Standing Order 1 (Society Standing Committees, Ad-hoc Committees and Working Groups), said membership shall be appointed by Council.
8. [Non-Voting] Student Union Organizer
9. [Non-Voting] General Office Coordinator
10. [Non-Voting] HI-FIVE Representative

Terms of Reference

11. Review and monitor usage of the Student Society Accessibility Fund as per AP-22 Accessibility Fund
12. Make decisions and give approval to accessibility related capital expenses such as technological aides as well as approve other accessibility related projects as described in Definitions in the administrative policy Accessibility Fund
13. Review and make recommendations to amend, add and, delete sections of policy relating to issues of accessibility and the Accessibility Fund.
14. Research, maintain, and approve a list of priced accessibility services to be made available in the General Office.
15. Hear appeals of decisions taken by the Student Union Resource Office, the General Office, and the Finance and Administrative Services Committee.
16. The Committee shall meet at least once per semester or as required.
17. All discussions of a sensitive or confidential nature shall be held in camera.
18. To promote wellness on campus wherever possible in conjunction with SFU Health and Counselling and the Centre for Disabilities

Adopted: BOD 2005-06-29.
 Amended: BOD 2015-05-07,
 BOD 2013-07-18, BOD 2009-03-25,
 BOD 2008-02-20, BOD 2005-11-16.

SO-10: Extended Health and Dental Plan Committee

1. The Board of Directors shall maintain the Extended Health and Dental Plan Committee as a standing committee.

Composition

2. Chairperson: President (ex-officio)
3. VP University Relations, who shall also act as alternate chair in the President's absence.

4. VP Student Services
5. VP Finance
6. One Board of Directors Member
7. Two Representatives selected by and from the members of Council.
8. [Non-voting] Campaigns, Research, and Policy Coordinator
9. [Non-voting] Representative chosen by the Health Plan Broker
10. Quorum and Compensation
11. Quorum shall be three voting members of the Committee excluding the resident/Chairperson.
12. Members of the Committee who are representatives of Council but not members of the Board of Directors will be compensated an honorarium equivalent to the pro-rated Directors' hourly rate per [Rule 7.1.f and 7.3.3] of each Committee meeting, paid from the Extended Health and Dental Plan Reserve Fund.

Terms of Reference and Mandate

13. The Extended Health and Dental Plan Committee has two unique governing roles.
 - a. The committee shall receive written appeals from members about Extended Health and Dental Plan membership, claims coverage, and plan administration.
 - b. The committee shall reply in writing to written complaints from the membership.
14. The committee shall conduct hearings to address member appeals. The meetings shall be closed when an individual member's coverage is under appeal.
 - a. No public record shall be kept of the proceedings.
15. The committee shall rule on appeals.
 - a. All decisions made by the committee that arise from the resolution of appeals and complaints shall be recorded for audit purposes in accordance with the requirements of privacy legislation.
16. The committee chair shall communicate the committee's decisions to complainants in writing.
17. The committee shall also be responsible for recommending an annual budget for the management, promotion or maintenance of the Extended Health and Dental Plan to the Finance and Administrative Services Committee, and for administering the Extended Health and Dental Plan Reserve Fund, as set out in the Health Plan department budget.
18. The Extended Health and Dental Plan Reserve Fund budget shall be reviewed twice a year, during the regular and revision budget processes.
19. The Committee may authorize expenditures from within the Extended Health and Dental Plan Reserve Fund budget.
20. All financial decisions made by the committee shall be recorded for audit purposes in accordance with the requirements of privacy legislation.

Appeals

21. The Extended Health and Dental Plan Committee, in its role as appeal hearing body, is an internal administrative body, governed by the principles of natural justice and procedural fairness. Within this framework, it is free to develop procedures and practices to conduct hearings.
22. Discussions concerning procedures and practices for conducting hearings may be recorded for future reference.
23. Members of the committee are prohibited from disclosing any information about an appeal, any deliberations of the committee, and any decisions of the committee.
24. For all eligible appeals, the Extended Health and Dental Plan Committee shall:
 - a. determine whether an appellant who is not eligible for coverage based on the standard eligibility for enrolment criteria will be allowed to enrol in the Extended Health and/or Dental plan,
 - b. determine whether an appellant who is eligible for coverage based on the standard eligibility for enrolment criteria and who does not have comparable coverage will be allowed to cease coverage of the Extended Health and/or Dental plan,
 - c. determine whether an appellant has demonstrated extraordinary financial need (e.g. the appellant recently lost a source of income, or was denied previously communicated funding), and, if so, whether they can cease coverage or apply for a subsidy,
 - d. determine whether an appellant can cease coverage based on a case wherein their personal security and wellbeing may be endangered by the release of personal information, and, if so, whether they can cease coverage, and
 - e. determine whether an appellant can cease coverage where the appellant failed to meet the plan deadlines due to documented physical incapacity due to illness, work schedule, or residential constraints.

Adopted: BOD 2009-03-11.
Amended: BOD 2010-03-03.

SO-11: Surrey Campus Committee

1. The Board of Directors shall maintain the Surrey Campus Committee as a standing committee.

Definitions

2. In this standing order, “SFU Surrey student” means a student who is enrolled in at least one course during the current or previous semester located primarily at SFU Surrey.

Composition

3. Chairperson: Chief Officer
4. Surrey Affairs Officer
5. Campus Life Officer

6. Promotions and Outreach Officer
7. Eight Officers
8. [Non-voting] One Board of Directors liaison
9. [Non-voting] Surrey Campus Coordinator
10. [Ex-officio] President.

Terms of Reference

11. Provide an opportunity for discussion of issues of concern to SFU Surrey students.
12. Advise the Board of Directors on all issues of concern to SFU Surrey students.
13. Recommend actions for consideration to the Board of Directors.
14. Encourage the participation of SFU Surrey students in all aspects of the Society's operations.
15. Represent campus-specific issues of concern to the University, in liaison with the VP University Relations.
16. Represent campus-specific issues of concern to the external community, in liaison with the VP External Relations.
17. Coordinate campus-wide activities in liaison with active Department Student Unions.

Election of Members

18. The department student union representatives shall be elected by and from among the members of the department student union who are SFU Surrey students.
19. The representatives of each cohort-based program shall be elected by and from among the students enrolled in that program.
 - a. The committee shall be conducted the election in accordance with the special rules of order to be specified by the Committee.
20. The students at-large shall be elected by and from among SFU Surrey students.
 - a. The committee shall be conducted the election in accordance with the special rules of order to be specified by the Committee.
21. The representatives from the faculty of arts shall be elected by and from among Surrey students who are enrolled in at least one arts course at SFU Surrey.

Removal of Members

22. The department student union representatives may be removed from office in accordance with procedures that may be adopted by the department student union.
23. The representatives of each cohort-based program may be removed from office by a two-thirds (2/3) vote of the students enrolled in that program. Such a vote shall be conducted at a meeting that shall be called by the committee upon the request of any ten (10) students enrolled in that program.

24. The students at-large may be removed from office by a two-thirds (2/3) vote of the SFU Surrey students. Such a vote shall be conducted at a meeting that shall be called by the committee upon the request of any fifteen (15) SFU Surrey students.

Term of Office

25. The term of office of department student union representatives shall be in accordance with procedures that may be adopted by the departmental student union.
26. The term of office of representatives of cohort-based programs and students at-large shall be determined by a special rule of order of the committee.

Chairperson

27. Notwithstanding other standing orders, the chairperson shall be elected by and from among the voting members of the committee.
28. Temporary chairs shall be appointed by voting members and shall be from among non-voting SFU Surrey students.

Special Rules of Order and Standing Rules

29. In accordance with Robert's Rules of Order, the Committee may adopt special rules of order and standing rules to regularize its business.
30. The Surrey Campus Coordinator shall maintain the official copy of the Committee's Special Rules of Order and Standing Rules.
 - a. A copy shall be made available on the SFSS website.
31. The Surrey Campus Committee Special Rules of Order and Standing Rules, and any changes to them, shall be sent to the Board of Directors for ratification.

Funding

32. Subject to budgetary considerations, the committee shall receive, at minimum, funding calculated according to the model of department student unions, and may have both a core account and a trust account with the Society.
33. For the purpose of this section, the membership of the committee shall be deemed to consist of all SFU Surrey students.

Amended: BOD 2008-06-23, BOD 2008-04-16,
BOD 2008-02-20, BOD 2007-06-02,
BOD 2008-02-06, AGM 2007-10-10,
BOD 2006-03-10.

SO-12: Remuneration Advisory Committee

1. Standing Committee The Society shall maintain the Remuneration Advisory Committee as a standing committee.

Composition

2. President (Ex-Officio)
3. One member of the Board of Directors

4. Two members of Council who are not members of the Board of Directors, appointed by Council
5. Two members of the Society who are not members of the Board of Directors or Council, one appointed by the Board of Directors and one appointed by Council
6. Members of the Society who are also staff shall not serve on the Committee
7. Members of the Committee may be impeached by a simple majority vote of the body that appointed them to the Committee
8. The Committee shall elect a chair from among its members
9. Quorum is four (4) members of the Committee, such that at least one member appointed pursuant to 2(c), and one member appointed pursuant to 2(d) are present

Terms of Reference

10. The Committee shall consider business referred to it by the Board of Directors or Council.
11. The Committee shall consider all matters related to the remuneration paid to members of the Board of Directors and Council and shall make one or more recommendations on each such matter to the Board of Directors, or Council, or both, as appropriate.
 - a. Such a recommendation may relate to any matter related to the issue of remuneration including, but not limited to:
 - i. the value of remuneration provided,
 - ii. the form of remuneration provided, and
 - iii. the schedule for the provision of remuneration
12. The Committee may consider any information it considers pertinent when developing a recommendation to the Board of Directors or Council.

Adopted: BOD 2008-04-30
Amended: BOD 2009-03-25

SO-13: Faculty and At-Large Committee

1. The Board of Directors shall maintain the Faculty and At Large Committee as a standing committee.

Composition

2. All faculty representatives and at-large directors
3. [ex-officio] President
4. [Non-voting] One executive officer
5. [Non-voting] Student Union Organizer

Terms of Reference

6. Coordinate the activities of the faculty representatives and at-large directors within their portfolios and delegated duties as described in policy.
7. Report to the Board of Directors as required on the activities of the faculty representatives and at-large directors.

Chairperson

8. There shall be a rotating chair, the first of which will be the executive officer on the Committee.

Adopted: BOD 2010-03-03.
Amended: BOD 2013-02-20.

SO-14: Build SFU Student Advisory Committee

1. The Board of Directors shall maintain the Build SFU Student Advisory Committee as a standing committee.

Composition

2. Chairperson: VP University Relations or another member of the Board of Directors
3. Two Council members
4. Six Students-at-Large
5. [Non-voting] Build SFU General Manager
6. [Non-voting] Build SFU Consultation Coordinator

Terms of Reference

7. Advise Build SFU on consultations with the general membership.
8. Review communications and promotions to the general membership.
9. Receive updates from Build SFU staff on the project's progress.
10. Discuss and provide feedback on design aspects of the student union building (e.g. exterior massing, interior design, floor plans, artwork, furniture) in addition to matters relating to the stadium.
11. Make recommendations to the Board of Directors about the project.

Adopted: BOD 2013- 07-04.
Amended: BOD 2014-05-07.

SO-15: Granting Committee

1. The Board of Directors shall maintain the Granting Committee as a standing committee. This Committee shall generally oversee club, departmental student union, and constituency group granting.

Composition

2. Chairperson: A member of the Board of Directors
3. [Ex-Officio] President
4. VP Student Life
5. Two Board of Directors Members
6. Two Council Members
7. Two students At-Large
8. [Non-voting] Two General Office Coordinators
9. [Non-voting] Student Union Organizer

Terms of Reference

10. Grant club requests greater than those provided for under AP-12.5h
11. Grant Departmental Student Union requests greater than those provided for under AP-16.4.c in AP-16.5.c

12. Approve requests by Constituency Groups for funding greater than that provided for in AP-17.6.c
13. Hear requests for Special Event Funding made under AP-28.1c
14. Hear appeals of decision made by the General Office Coordinators under AP-12.8.b
15. Hear appeals of decisions made by the Student Union Organizer under AP-12.8.b
16. Hear appeals of decisions made by the Student Union Organizer under AP-17.7
17. Budget
18. In conjunction with the general office coordinators, prepare the annual budget for the club core and grant line items.
19. In conjunction with the Student Union Organizer, prepare the annual budget for the department student union core and grant line items.
20. In conjunction with the Student Union Organizer, prepare the annual budget for constituency groups covered under AP-17.

Adopted: BOD 2011-07-06.
 Amended BOD 2013-06-27.

SO-16: Events and Promotions Committee

1. The Board of Directors shall maintain the Events and Promotions Committee as a standing committee. The committee shall generally oversee the events and promotions of the Society.

Composition

2. Chairperson: VP Student Life
3. [Ex-Officio] President
4. Four Board of Directors Members
5. Two Council Members
6. Four Students At-Large
7. [Non-voting] Communications Coordinator
8. [Non-voting] FBS Promotions Coordinator

Terms of Reference

9. Develop and coordinate events on behalf of the Board of Directors.
10. Develop and coordinate the promotional materials and promotional campaigns of the Society and its services.
11. Develop and coordinate Board events in the Highland Pub and promotions of the SFSS Food and Beverage Services.
12. Develop and coordinate Board events in the Highland Pub and promotions of the SFSS Food and Beverage Services
13. The committee may strike working groups to aid in the organization of any events and promotions.
14. Prepare the annual budget for events of the Board of Directors for consideration by the Finance and Administration Services Committee

Adopted: BOD 2011-07-06.
 Amended: BOD 2015-05-07, BOD 2013-07-18.

Ad-Hoc Committees

SO-17: Labour Committee

1. The Board of Directors shall maintain a Labour Committee as an ad-hoc committee.

Composition

2. Chairperson: Executive Officer
3. President (ex-officio)
4. Three Board members, two of whom are on the Executive Committee

Terms of Reference

5. To fulfill the duties and responsibilities set out in Article 41 of the CUPE 5936 collective agreement.
6. To negotiate collective agreements with CUPE 3338.

Remuneration

7. In recognition of the time the Labour Committee representatives volunteer, the Society shall provide a stipend of \$14.58 per hour. This stipend is separate from the executive officer and faculty and at-large representatives stipend. This stipend shall only be paid for time spent in collective bargaining as set out in this standing order.

Chairperson

8. The Board of Directors shall appoint the chairperson of the Labour Committee from the members of the Labour Committee.
9. The President is not be eligible to be a Chairperson
10. The chair of the Labour Committee shall maintain a confidential e-mail list containing only the official e-mail addresses of the members of the Labour Committee.
11. The Labour Committee meetings shall be in camera with no minutes or records kept except in the case of Collective Agreement negotiations with CUPE 3338, during which the employer may keep wherein bargaining notes.
12. The Board of Directors is encouraged to appoint members to the committee based on merit; when possible, directors are encouraged to appoint a non-executive officers to the committee.

Amended: BOD 2009-04-30, BOD 2008-06-09,
BOD 2008-04-30, BOD 2004-06-04.

SO-18: Stipend Appeals Committee

1. The Board of Directors shall maintain a Stipend Appeals Committee as an ad-hoc committee.
2. The election and impeachment of members of the committee, with the exception of the President, shall be by a 2/3rds majority vote of the Board of Directors. Members may only be impeached with cause.

Composition

3. Chairperson: The Board of Directors shall elect a chairperson from amongst its own members
4. President (ex-officio)
5. Three students at-large
6. The Chairperson shall not be an Executive Officer

Quorum

7. Quorum shall be the Chair plus three other members of the Committee.
8. Terms of Reference
9. The committee is an internal administrative body governed by the principles of natural justice and procedural fairness. Within this framework, it is free to develop procedures and practices to conduct hearings and is not constrained by strict rules of procedure and evidence.
10. The VP Finance shall have primary responsibility over stipends, except that the President shall have responsibility over the VP Finance's stipend.
11. The President shall have the primary responsibility over excuses and leaves of absence.
12. Any decision taken by the VP Finance or the President regarding stipends, excuses, or leaves of absence may be appealed to the committee by the affected party. Appeals shall be in writing, and delivered to the committee chair within twenty (20) working days. In extenuating circumstances, the committee chair may extend the time limit for an appellant to dispute the findings of the VP Finance or the President.
13. Upon receiving any such appeal, the chair shall convene a meeting of the committee within fifteen working days. The appeal shall be deemed to have been allowed by the committee if the chair fails to convene a meeting as required.
14. The neutrality of any member of the committee scheduled to hear a case may be challenged and will be determined by the chair.
15. If the neutrality of the chair is challenged, the other members of the committee will determine it.
16. A member of the committee who's own stipend is under consideration shall not be deemed neutral.
17. The Committee is responsible for interpreting any policy under consideration.
18. The deliberations of the Committee shall be closed with no record kept.
19. The Chair of the Committee shall vote only in case of a tie. No members of the Committee shall abstain.
20. The Chair shall communicate the decision of the SAC, in writing, to the affected parties within five working days of the hearing. The decision shall include reasons. The appeal shall be deemed to have been

allowed by the Committee if the Chair fails to communicate the decision as required.

Appeals

21. Appeals of decisions of the SAC shall be made to the next regularly scheduled meeting of Board of Directors. Board of Directors may, by a 2/3rds majority vote, overturn any decision of the SAC.

Amended: BOD 2004-06-02

SO-19: Student Space Oversight Committee

1. The Board of Directors shall maintain the Student Space Oversight Committee as an ad-hoc committee.

Composition

2. Chairperson: VP University Relations
3. [Ex-officio] President
4. VP Finance
5. VP Student Services
6. Two Board of Directors members
7. Two students-at-large
8. Two Council members
9. [Non-voting] Campaigns, Research, and Policy Coordinator

Terms of Reference

10. Review proposals and make recommendations to the Board of Directors for consultation and deliberation in a timely manner on all matters pertaining to the evaluation, design, development, alteration, renovation or assignment of Society space, including:
 - a. project concepts and initial scope of work proposals,
 - b. engagement of professional consultants,
 - c. evaluation of planning proposals,
 - d. research and design studies and proposals, including interior design,
 - e. financial management and planning of the Space Expansion Fund,
 - f. initial selection of tenants of society space, and
 - g. timely implementation of the Society space directives of the Board of Directors.
11. Organize and conduct consultations with all parties affected by space planning, including the general membership.
12. Receive regular reports from SFSS representatives on joint committees of the Society and other external organizations on the progress of work.
13. Maintain oversight on planning and implementation of internal renovations and new construction either directly or through a selected board member, depending on scope of work.
14. Review proposals and make recommendations to the Board of Directors on all matters affecting Society space negotiations with external parties including lease and maintenance items.

Adopted: BOD 2008-07-14
Amended BOD 2010-03-31

ADMINISTRATIVE POLICIES

AP-1: Regrets, Leave, and Resignation

1. Leaves of absence approved by the President or VP Finance shall be reported to the Board of Directors.
2. Notices of resignation from the Board of Directors shall be directed to the President and accepted at the subsequent meeting of the Board of Directors.

Resignation of Directors (as per bylaws)

3. In order to comply with the provisions of the bylaws, which requires that each director of the Society to be registered as a student in at least two (2) of the three (3) semesters comprising his/her/zir tenure of office, each person who is elected or appointed to be a director of the Society shall submit to the Society and to the University Registrar his/her/zir written consent for the University Registrar to, at any time during their tenure of office, produce a report on their registration status in each of the (3) three semesters comprising their tenure of office, and to make this information available to the Executive Director of the Society and to any member of the Society upon request. They shall give this consent no later than the first day of their tenure of office as a Director and they shall not withdraw this consent until the last day of their tenure of office.
 - a. Any person not giving such consent shall be deemed unregistered for classes for the purposes of bylaw 5.1.
4. For the purposes of this policy, a report on a registration status shall list whether the subject of the report is currently registered in a course or program at the University, and for each of the previous semesters in their term of office, if the subject was so registered in that semester.
5. The Executive Director of the Society will, no later than one week before the first scheduled meeting of Council in each semester, and as soon as possible after the University's last class withdrawal date for each semester, obtain from the University Registrar reports on registration status of each director of the Society.
6. The Executive Director of the Society will, in the case of a director elected in a by-election or appointed by Council or by ordinary resolution to be a director, obtain from the University Registrar a report on the registration status of that person on, or as soon as possible after, the first day of the tenure of office of the director.
7. As soon as possible after obtaining the reports on registration status, the Executive Director of the Society shall distribute to the members of the Student Council those reports along with a list of any directors who have paid their society fee for that semester directly to the Society, and a list of any directors who owe to the Society any fee, fine, or penalty levied by the Society in accordance with the bylaws and policies of the Society.

8. Upon the receipt of registration and fee-payment reports produced under this policy, Council shall review the report and shall advise the Board if they agree with the findings in those reports as they relate to the application of the bylaws.
9. If Council disagrees with any information provided to it under this policy, it shall provide clear and concise reasons to the Society of the nature of its disagreement with the report and the Society shall pursue those issues and a report on the issue will be provided to Council as soon as possible.
10. For the purposes of administering the bylaws, except as given otherwise in this policy, the Society shall consider each director to be a member in good standing until such time as Council has agreed with the content of the report indicating that the director is not a member in good standing.
 - a. Once Council has agreed with the content of a report indicating that a director is not a member in good standing, the Society shall deem that person to not to be a member in good standing, and they shall cease to be a director of the Society according to the bylaws.

Leave of Absence

11. Requests by members of the Board of Directors for leaves of absence shall be directed to the President for approval. In the event that the President requests a leave of absence, it shall be directed to the VP Finance for approval.
12. All requests for leaves of absence shall be accompanied by a written explanation of the reasons for seeking it.
13. In the event that a request for a leave of absence is denied, the President or VP Finance shall provide written reasons for his/her/zir decision.
14. No more than two (2) months leave of absence shall be granted within a one-year term of office.
15. Members of the Board of Directors who have not paid Society fees for the semester for which they are requesting a leave of absence shall have these fees deducted from their first month's stipend in the semester they return.

Regrets

16. 'Regret' is a term that refers to a written document submitted as a request to be excused from attending a meeting where attendance would otherwise be required.
17. Regrets must be submitted to the chair of the Board of Directors or the committee, as well as the Minute Taker, and must:
 - a. include the specific extent of that absence,
 - b. include the reason for that absence, and
 - c. be submitted at least one (1) hours in advance of the meeting in question.
18. Acceptable reasons for the submission of regrets include, but are not limited:
 - a. bereavement,

- b. illness,
 - c. an academic or employment specific conflict, and
 - d. a personal or family emergency.
19. Regrets are deemed acceptable or not by simple majority vote of the organizational unit to which they have been submitted.
20. Where such regrets are deemed unacceptable, an explanation must be provided in writing to the submitter.

Amended BOD 2015-01-07, BOD 2008-04-16,
BOD 2008-02-25, BOD 2007-04-25,
BOD 2003-01-08.

AP-2: Access to Society Space

1. This policy determines and restricts access to all space controlled by the Society.

Key Control

2. Apart from this policy, access designations may be granted by motion of the Executive Committee or the Board of Directors, as well as by the President or the VP Student Services when meetings of either of these bodies are not in progress.
3. Only the President, the VP Student Services, and the General Office coordinating staff are authorized to order University keys for Society spaces.
4. The Food and Beverage Services General Manager and the Executive Director are authorized to provide access to Food and Beverage Service areas for Food and Beverage Services Employees.
5. Supervisory staff may request keys for those employees under their supervision in the spaces in which they work.
6. Directors and employees of the Society may sign keys out for short-term use for up to 4 hours without deposit.
7. A deposit of ten dollars (\$10) will be required for periods of longer than 4 hours, which may be deducted from a person's paycheque or stipend.
8. If a key is lost, a replacement fee will be charged as billed by SFU.
9. Members or guests authorized by an executive officer, general office coordinator, or staff member may sign keys out for short-term use if personal identification is provided and a deposit of ten dollars (\$10) is paid prior to the release of the key.
10. If a key is lost, a replacement fee will be charged as billed by SFU.
11. All keys must be returned immediately upon request.
12. Final stipend payments to directors will be withheld until all keys are returned to the Society.

Entitlement to Key Access

13. Only authorized persons may enter Society spaces within the scope of this policy. Other persons may only enter if a person so entitled attends or

- an executive officer (or specific officer) has granted them specific permission.
14. All directors, permanent employees, replacement employees, and term employees shall have access to their respective areas of work.
 15. The Executive Director shall have access to all Food and Beverage space, the General Office, and the Finance Office.
 16. The Food and Beverage General Manager shall have access to all Food and Beverage space, the General Office, and the Finance Office.
 17. The Retail Service Coordinator shall have access to the Copy Centre, and the Copy Centre Storage areas.
 18. The General Office coordinating staff shall have access to the General Office and to the North Storage facility.
 19. The Financial Coordinators shall have access to the Financial Storage facility.
 20. The Surrey Campus Coordinator shall have access to the Surrey Common Room.
 21. Only those authorized by the Women's Centre Collective shall have access to the Women's Centre Office and shall require SFU Security to provide access.
 22. All Directors shall have access to the Board of Directors Office.
 23. Executive Committee members shall have access to the Executive Conference Room and the General Office.
 24. The President shall have access to all Society space.
 25. The VP Finance shall have access to the Financial Office.
 26. The Surrey Campus Liaison shall have access to the Surrey Board of Directors Office and the Surrey Common Room.
 27. All Officers of the Surrey Campus Committee, as defined in the standing orders, shall have access to the Surrey Common Room.
 28. The Chief, Campus Life, Surrey Affairs, and Promotions and Outreach Officers shall have access to the Surrey Board of Directors Office.
 29. Food and Beverage Service employees shall have access to areas authorized by the Food and Beverage Manager or the Senior Organizational Advisor.
 30. The Women's Centre staff shall have access to the Women's Centre Lounge.
 31. The Out on Campus Coordinator shall have access to the Out on Campus Lounge. Only Out on Campus staff members shall have access to the Out on Campus office.
 32. Only trained volunteers and Centre staff will be given the punch code lock combination for the Out on Campus Lounge door. The Out on Campus Collective shall authorize semester access to the lounge door lock combination for volunteers, and for others on an as-needed basis.

Open Access

33. All members shall have access to the General Office during hours of operation.

34. All members shall have access to the Copy Centre during hours of operation.
35. All members shall have access to the Surrey Campus Lounge during hours of operation.
36. All members shall have access to the Rotunda lounge.
37. All self-identified female SFU community members shall have access to the Women's Centre Lounge.
38. All Lesbian, Gay, Bisexual, Transgender, Queer/Questioning- (LGBTQ-) friendly members shall have access to the Out on Campus Lounge when a trained office volunteer or an Out on Campus staff person is present to maintain a safe space.

Restricted Access

39. Only commissioners of the Independent Elector Commission may have access to the Commission Office during Society nomination, campaigning, and voting periods and for a period of 3 (three) weeks following the final day of voting. During this period, no one shall have access to the Commission Office unless a member of the IEC is present.
40. Society directors or their agents may have access to leased space according to the terms of signed lease agreements. Leaseholders are responsible for establishing access to spaces under their control.
41. The President and Executive Director shall have access to all Society spaces in emergency situations and as necessary when scheduled maintenance is to be performed.

Scheduled Access

42. The Society General Office shall schedule Society events on request from Society clubs and department student union signing officers in Council Chambers, the Arcade, Society Conference Rooms, and the Atrium Cafeteria on a first-come, first-served basis. Clubs and department student unions will be held responsible for damage or loss of property in the Society spaces booked for their events.
43. The Society General Office shall schedule events on request from other third parties in the Council Chambers, the Arcade, Society Conference Rooms, and the Atrium Cafeteria on a first-come, first-served basis. Those booking space will be held personally responsible for damage or loss of property in the Society spaces booked.
44. General Office coordinating staff may authorize access to Society spaces for use outside of regular office hours of operation.

Amended: BOD 2011-03-23, BOD 2010-11-29,
BOD 2010-04-28, BOD 2009-07-08,
BOD 2007-02-28, BOD 2003-12-03.

AP-3: Activity Fee

1. The Student Activity Fee shall be non-refundable.
2. Simon Fraser University students aged sixty years or more at the commencement of the summer semester, and who are Canadian citizens

- or who hold permanent resident status in Canada, are honorary members in good standing of the Society and are exempt from the Student Activity Fee.
3. Students only taking audit courses shall be exempt from the Student Activity Fee.
 4. The following groups of students shall only be charged half the regular Student Activity Fee:
 - a. Students in off-campus programs; the term 'off-campus program' is defined as a program housed outside the SFU Burnaby, SFU Vancouver, SFU Surrey, and Great Northern Way campuses,
 - b. Students taking three or fewer course hours for credit,
 - c. Students taking Summer Session courses only, and
 - d. Students taking Intersession courses only.
 5. The Finance and Administrative Services Committee shall request and review a report from the University once a semester that indicates:
 - a. the total value of the Student Activity Fee that was collected,
 - b. the number of students, broken down by category and by part- and full-time status who are exempt from paying the Student Activity Fee or who are only charged half the fee, and
 - c. the number of students, broken down by part time and full-time status, enrolled in courses at the SFU Program in Kamloops, and the total value of the fees collected from them.
 6. As the Society receives fees from the University they shall be apportioned among the Society and affiliate organizations for which fees are collected.
 7. Society members who are studying at another institution as part of a formal exchange program continue to be assessed and pay Society fees at Simon Fraser University. Students from another institution who are taking course work or conducting research under a formal exchange program shall not be assessed Society fees.
 8. Except for those members whose fee status is stated otherwise in this policy, all members of the Society shall be assessed the full Society fee in any semester they are registered according to the bylaws.

Amended: BOD 2008-04-16, BOD 2008-02-25,
BOD 2008-02-06, AGM 2007-10-10,
BOD 2005-05-15, BOD 2001-02-28.

AP-4: Advertising on Campus

1. If excessive or inappropriate advertising occurs, those responsible will be subject to any or all of the following:
 - a. a written reprimand,
 - b. the removal of posters, and
 - c. the suspension of their privileges to use space.
2. General Office staff shall make the determination of what constitutes excessive or inappropriate advertising.
 - a. All appeals to any such determination shall be directed to the Board of Directors.

3. This policy shall not apply to campaign materials for University or Student Society elections or referenda.

Amended: BOD 2003-08-27

AP-5: Anti-Racism

1. The Society recognizes racism as a form of discrimination that deprives the community of full participation by its members.
2. The Society supports an environment that protects and promotes the dignity, worth, and human rights of every person, and it encourages mutual respect and cooperation among individuals. T
3. The Society:
 - a. acknowledges the challenge of becoming responsive to the needs of a pluralistic community,
 - b. affirms that the racial, ethno-cultural, linguistic, and religious diversity of its members and employees is a source of enrichment and strength for the organization and the University, and
 - c. commits to eliminating barriers that racial, ethno-cultural, linguistic, and religious groups encounter in the course of their efforts to participate in education and employment opportunities.
4. The Society is committed to:
 - a. promoting an inclusive environment where racial equality is fundamental to its goals and philosophy,
 - b. creating an understanding that race relations issues must not be trivialized or marginalized,
 - c. cultivating a mutual acceptance of cultural diversity among its members and employees,
 - d. taking into account the anticipated impact on the diverse membership when creating new programs, policies, and services,
 - e. working with its employees to ensure that collective agreements and employment practices reflect the Society's commitment to effectively dealing with issues of racism,
 - f. organizing campaigns for the purpose of increasing awareness about racism with the goal of creating a learning environment in which all members of the community can fully participate,
 - g. lobbying the University to develop policies and procedures to effectively deal with issues of racism, including:
 - i. an on-going review and evaluation of University curricula, programs, policies, hiring practices, services, and methods of service delivery with the goal of removing inequities and biases,
 - ii. a recognition that curricula must present a global view of the community, which includes the experiences and achievements of diverse cultural groups,
 - iii. recognition of the value and importance of first language(s) and educational experiences of First Nations students,

- iv. continued support of English as a Second Language programs,
- v. training, guidance and support for members, faculty, administration, and staff, to enhance cross-cultural understanding, mutual respect, unlearning racism, and acceptance of cultural diversity, and
- vi. support for an Ethnic Relations Officer and appropriate counselling services for people of colour and First Nations people.

Adopted: BOD 2001-02-28

AP-6: Conference Room, Council Chambers and Atrium Bookings

Audio-Visual Equipment

1. Student groups may borrow audio-visual equipment for student activities, except that students who require equipment for class projects shall arrange to borrow it through their departments.
2. For audio-visual equipment set-up involving an audio-visual technician, or for equipment that is to be used off-campus, borrowers shall complete an Instructional Media Centre Work Order to be signed by a General Office coordinator.
3. Where there will be a charge for a student group with no Society budget or trust account, a deposit or pre-payment shall be required.
4. Rooms may be booked by submitting an appropriate form and attaching the name and contact information of two people.
5. The walls which separate the Society's conference rooms may only be opened or closed by a trained employee or trained directors of the Society. Between Friday 4:00 pm and Monday 10:00 am, all the walls be opened. Between Monday and Thursday after 4:00 pm the wall configurations will be set and may not be moved.
6. Groups booking the Society's conference rooms, the Atrium and the Council Chambers must return the room to the original set-up as laid out by posted diagrams. Groups who do not complete this requirement may have their booking privileges revoked or restricted for up to one semester. Any cost incurred on behalf of an event will be forwarded to the group.
7. Non-paying groups may make up to 2 conference room bookings. Any subsequent booking may only be made at the end of the current bookings. Groups may book the Council Chambers on a semester basis.
8. Furniture may not be removed from any conference room, the Atrium or the Council Chambers of the Society, unless given prior permission by a General Office employee. All applicable work orders must be forwarded to the General Office for prior approval.
9. The General Office reserves the right to require a deposit from groups who are hosting events involving food in conference rooms, the Atrium and Council Chambers. The deposit to will be returned upon a clean inspection by a General Office.

10. The conference rooms, the Atrium and the Council Chambers are not available for booking between the last working day in December and the first school day of the Spring semester.
11. Any group or individual booking conference rooms, Council Chambers or the Atrium for the purpose of review or exam preparatory sessions relating to University courses may charge:
 - a. a maximum of \$5 per student for admission to the session, and
 - b. a maximum of the cost of producing the materials for the materials provided at the session.
 - c. Materials so produced may cost no more than:
 - i. the price of printing at the SFSS Copy Centre,
 - ii. \$1.00 per data or audio compact disc, and
 - iii. \$4.00 per data or video DVD.

Amended: BOD 2005-06-25, BOD 2003-11-05.

AP-7: Budget

1. The fiscal year for the Society shall be from May 1st to April 30th.
2. The Board of Directors shall, in consultation with Council and on the recommendation of the VP Finance and the Finance and Administrative Services Committee, set an annual budget for the Society each spring semester preceding the commencement of each new fiscal year. The Finance and Administrative Services committee shall review the Society's annual budget (6) six months into each fiscal year, taking into account the actual revenues and expenditures to date, and make recommendations to Board of Directors as necessary.
3. The Board of Directors shall ensure that the annual budget of the Society, to the best of its ability, reasonably and accurately reflects the projected levels of revenues and expenditures in all areas and departments (including all commercial service areas) of the Society for the new fiscal year in a consolidated and comprehensive manner.
4. Internal budgets for all departments and areas of the Society shall be, at a minimum, broken down by semester, except that internal budgets for commercial service departments shall be broken down by month.
5. The annual operating budget of the Society shall maintain, at a minimum, a net surplus or return to members' equity (unrestricted fund balance) in the General Fund in an amount equal to or greater than 5% of the Society's net student activity fee revenue for that fiscal year. This requirement shall remain in force and effect until such time as the members' equity (unrestricted fund balance) of the Society, as indicated by the audited financial statements of the Society, is equal to or greater than the equivalent of 3 months of the Society's General Fund gross annual operating expenditures.
6. Department and area coordinators and/or managers shall be responsible for monitoring their departments' or areas' budgets monthly and by semester. No expenditures in excess of amounts budgeted shall be permitted without the specific authorization of Board of Directors.

- Projected Expenditures for an event or campaign of the Society must not exceed the amount remaining in the relevant line item(s).
7. The Society's Finance Office shall maintain and prepare monthly statements of revenues and expenditures for each internal department and area no later than the 15th day of the following month. Department and area coordinators and/or managers shall review and regularly monitor such statements.
 8. Changes to amounts allocated to line items within department budgets require the approval of the Finance and Administrative Services Committee.

Amended: BOD 2015-05-13,
BOD 2014-08-16, BOD 2014-07-08,
BOD 2013-12-04, BOD 2011-10-19,
BOD 2008-11-17, BOD 2008-04-16,
BOD 2004-12-15, BOD 2002-05-15.

AP-8: Cheque Requisitions

1. The Board of Directors, or an appropriate Society committee shall by resolution authorize all Society expenses.
2. One person cannot submit both a cheque requisition request and approval.
3. A General Office coordinator or the Surrey Campus Coordinator must pre-approve all club cheque requisitions.
4. The Student Union Organiser or the Surrey Campus Coordinator must pre-approve all department student union cheque requisitions.
5. The Chair of a standing committee must request cheque requisitions for committee-approved donations.
6. The VP Finance shall approve cheque requisitions for donations by the Board of Directors or Council.
7. A duly authorized cheque requisition and documentation satisfactory to the Society's auditor must be supplied to the Finance Office before a cheque is issued or payment is made with the use of the Society credit card.
8. An Executive Officer must give final approval to all cheque requisitions.
9. Section 2 shall not apply to the Food and Beverage Services.

Amended: BOD 2010-04-14, BOD 2005-08-10,
BOD 2005-03-02, BOD 2003-04-16.

AP-9: Childcare Expenses

1. Members of Council, the Board of Directors, and all members of the Society's committees and working groups shall be entitled to the reimbursement of childcare expenses that result from their involvement in the Society.
2. Childcare expenses shall be reimbursed up to \$500 per semester for Council representatives and students at large, \$1 500 per semester for Faculty and At-Large Representatives, and \$3 000 per semester for Executive Officers.

3. Reimbursement requests shall be accompanied by supporting documentation.

Amended: BOD 2015-02-25, BOD 2008-04-16,
BOD 2008-02-06, AGM 2007-10-10,
BOD 2004-09-22, BOD 2002-05-15.

AP-10: Clubs

Definitions and Purposes

1. Clubs are organized student groups that have a mandate to pursue interdisciplinary, social, or activist goals.
2. Clubs shall not duplicate departmental student unions.

Membership Criteria

3. Club membership shall be open to all members of the University community.
4. Each club shall consist of a minimum of ten members in good standing of the Society or of the Graduate Student Society.
5. A student member must provide their name, student number, status of membership in-good-standing in the Society or the Graduate Student Society, and signature or appropriate electronic verification to become valid members of the club.
6. Each club must have at least two (2) executive officers that are members in good standing of the Society or of the Graduate Student Society.

Registration Criteria

7. To be eligible to be registered as a club, groups must follow the requirements of this policy and other Societies policies where applicable.
 - a. The General Office Coordinators of the SFSS may disallow a club's registration, subject to an appeal to the Finance and Administrative Services Committee (FASC).
8. To be eligible for initial registration the club shall submit to the General Office using the provided club forms:
 - a. a membership list,
 - b. a minimum of two (2) club members serving as Executive Officers and signing officers, and
 - c. a Club Liability Disclaimer signed by two executive officers 19 years of age or older.
9. To remain eligible for registration the club shall submit to the General Office each semester using the provided club forms:
 - a. an updated membership list.
 - b. a list of current Executive Committee members and signing officers,
 - c. a Club Liability Disclaimer signed by two club executive officers 19 years of age or older, and
 - d. a written copy of any changes to the Constitution duly made in the previous semester.

10. To be eligible for initial or continuing registration of a club, clubs must send a representative to attend the Club Orientation Meeting held by the General Office at the beginning of each semester.

Constitutions

11. Clubs must use the default constitution provided by the General Office unless there are specific requirements that must be met, subject to the approval of the General Office Coordinators. Constitutions shall include:
 - a. a statement of the aim(s) and purposes of the club,
 - b. procedures for holding meetings of its membership,
 - c. the composition of an election procedure for an Executive Committee (or equivalent), and
 - d. a clause that requires the transfer of all assets to the Society upon dissolution of the club.

Club Structure and Operation

12. Clubs shall receive a core operating grant from the Society, and maintain a core operating fund account
13. Clubs may maintain a Society trust account.
14. Subject to budgetary constraints, clubs shall receive said operating grant based on their membership of members in good standing of the Society or the Graduate Student Society on a sliding scale. Allotment shall be made at the discretion of the General Office Coordinators.
15. The Club core operating grant shall be used to cover costs reasonably related to each club's mandate.
16. Unused core operating grants shall revert back to the Society at the end of each semester.
17. Unused funds held in trust accounts of clubs shall carry forward semester to semester unless a club becomes inactive, in which case all funds shall revert to the Society's club line item after a minimum of two years of inactivity.
18. Clubs may collect membership fees.
 - a. Membership fees shall be held by the Society in the respective trust fund account.
19. Clubs may seek additional funding for special events and projects by requesting a grant via a proposal.
20. The General Office coordinators will grant requests under \$500. The Granting Committee must approve all requests over \$500. The grant will be awarded based on the merits of the event or project and at the discretion the General Office coordinators and/or the Granting Committee.
21. Clubs that met the registration criteria in the previous semester may be eligible for reimbursement of up to \$20 in expenses in advance of the distribution of semester operating grant allocations to assist in preparations for Clubs Days. Such allocations will be debited against the operating grant, and clubs must repay any over-expenditure.

22. Clubs may maintain an external bank account, however, the signing officers must sign a Club Liability Disclaimer and advise all club members of the nature of the disclaimer.

Financial Accountability

23. Any request for reimbursement shall be made by a signing officer of the club and shall be supported by documentation satisfactory to the Society.
24. Reimbursement of amounts of less than \$50 may be paid out in cash.
25. Reimbursement of amounts of more than \$50 shall be by cheque.
26. Operating grants and special event funding shall not be spent on alcohol, unless the event is open to all members of the SFU community who are of legal drinking age.
 - a. Minutes of the meeting proposing the event are submitted to the general office, and at least one club executive signs the appropriate liability forms.
27. Operating grants and special event funding shall not be used to provide stipends or donated to off-campus organizations.
28. Clubs with a negative trust or core account balance may not register until the debt owing to the Society is repaid.

Recognition of Society Sponsorship

29. All club publications and promotional materials must include the phrase “Sponsored by the Simon Fraser Student Society” in a prominent location.

Administrative Authority and Appeals Process

30. The General Office Coordinators shall have administrative authority over club operations, and may suspend the activities, disallow registration, or impose requirements upon any club, particularly if a club is found to have violated any Society bylaw or policy.
31. Decisions of the General Officer Coordinators may be appealed, in writing, to the Granting Committee.

Amended: BOD 2011-07-06, BOD 2010-01-10,
BOD 2008-10-27, BOD 2008-04-30,
BOD 2008-02-20, BOD 2005-11-16,
BOD 2003-12-03.

AP-11: Vending Program in Council Chambers

1. Vending rates shall be set by the Society and are subject to change without notice.
2. Fees shall be paid in full two (2) weeks in advance.
3. One (1) week notice of cancellation shall be required for a refund.
4. A list of goods for sale shall be provided to the Society and the sale of goods shall be at the discretion of the Society, with a fixed cost assigned to all items.
5. Vendors shall obtain, and provide proof to the Society, of Fraser health permits and other operating licenses required by law, in addition to

- Commercial General Liability Coverage and Personal Injury Liability in the amount of \$2 000 000.
6. A fee may be charged by the Society for the provision of vending tables.
 7. No tables shall be placed in front of any doorway, fire equipment, elevator, locker, alarm, or vending machine.
 8. No part of any equipment or materials shall be attached to any University fixture.
 9. Any extension cords shall be taped securely to the floor.
 10. Lit candles shall not be permitted.
 11. Equipment shall not be left in the area when not in use or outside of the time booked.
 12. If equipment or other materials remain in the area outside of the time booked, and need to be removed or disposed of, the Society will not be held responsible.
 13. The cost of repairs for any damage to property will be charged to the vendor. The Society will not be held responsible for any equipment or materials that are left in the area, outside of the time booked, and may remove any such items as required.
 14. Violation of this policy, or of any other Society, University, or government rule, shall be grounds for termination of any vending permit, and eviction of the vendor without refund of the vending fee.
 15. Any group or individual looking to advertise or sell commercial services or products in excess of the Society's advertising policy must notify the General Office for proper application of the vendor program and procedure.

Adopted: BOD 2010-03-17.

AP-12: Per Diem Allowance

1. A per diem allowance shall be paid to Directors or other representatives who are appointed or delegated to represent the Society at meetings or conferences, or to conduct Society business off-campus.
2. A per diem allowance will be paid:
 - a. when representatives must attend meetings or tend to Society business for full day periods, or a minimum of 6 hours, or
 - b. where the combined time of traveling to and from the meeting and meeting duration amount to 6 hours or more.
3. Each representative shall be paid a per diem allowance according to the following criteria:
 - a. Thirty-five dollars (\$35) for each day on which travel to or from the meeting is required and on which no meeting is convened
 - b. Thirty-five dollars (\$35) per day, where no meals are provided by the hosting organization
 - c. Fifteen dollars (\$15) per day, when at least one full meal per day is provided by the hosting organization
4. Per Diem allowances shall be paid in advance of the event.

Amended BOD 2010-07-07, BOD 2002-05-15.

AP-13: Corporate Affiliation

1. Any type of affiliation or purchasing agreement between the Society and a corporation or commercial operation shall be subject to the following guidelines:
 - a. Roaming canvassing on campus shall not be permitted.
 - b. Society membership lists shall not be made available.
 - c. The interests of existing Society programs, goods, and services shall be given first priority when considering new programs, goods, and services,
 - d. Any contract shall contain a cancellation clause allowing for the termination of said contract without penalty to the Society in the event that this policy is breached.
2. The Society shall endeavour not to be affiliated with or purchase from corporations or commercial operations that:
 - a. follow unfair labour or business practices, including but not limited to the violation of fundamental human rights, and practices leading to increased poverty, abuse, violent or non-violent oppression, or unsafe working or living environments for individuals or groups,
 - b. directly or indirectly damage the natural or human environments, or
 - c. sell, promote, or advertise goods or services that promote violence or discrimination as set out in the British Columbia Human Rights Code.
3. Where practicable, preference shall be given to corporations or commercial operations that:
 - a. are Canadian owned and operated,
 - b. have a unionized work force, and
 - c. have a proven record of conducting business in accordance with this policy.

Adopted: BOD 2001-02-28.
Amended: BOD 2008-11-17.

AP-14: Student Unions

Budget and Financing

Release of Simon Fraser Student Society Fund

1. Society funds may be used to cover event costs when:
 - a. a student union is an organizer or sponsor, and
 - b. the event is intended for purposes that are of collective benefit to the membership.
2. To be eligible for Society funding, a student union must:
 - a. be active, and
 - b. not collect a levy from their membership.
3. To be considered active:

- a. a department student union must have a constitution filed with the Student Union Resource Office and approved by the Student Union Organiser;
 - b. a faculty student union must have a constitution approved in accordance with Society bylaws; and,
 - c. the following must also be submitted to the Student Union Organiser each semester:
 - i. the minutes of all properly constituted meetings conducted during the semester for which the request is made,
 - ii. advance electronic notice of all meetings held, in accordance with the student union's constitution, and
 - iii. a list of current executive committee members (or other contact persons), signing officers, and faculty or departmental representative(s).
4. In the event that a Union remains inactive for four consecutive semesters all assets shall revert to the Society.

Core Funding

5. Maximum core budgets shall be allocated as outlined below, and subject to budgetary considerations:
 - a. Student unions that become active in the first month of semester will be eligible for the full core amount.
 - b. Student unions that become active in the second month will be entitled to 3/4 of the funding.
 - c. Student unions that become active in the third month will be entitled to 1/2 of the funding.
 - d. Student unions that become active in the final month of the semester will be entitled to 1/4 of the funding.
6. The maximum core budget limits are determined as follows:
 - a. Subject to budgetary constraints, student unions whose membership is equivalent to or less than an annual FTE of 200 shall receive a core budget of \$300/semester.
 - b. Subject to budgetary constraints, student unions whose membership is greater than an annual FTE of 200, but less than an annual FTE of 301 shall receive a core budget of \$450/semester.
 - c. Subject to budgetary constraints, student unions whose membership is greater than an annual FTE of 300, but less than an annual FTE of 501 shall receive a core budget of \$600/semester.
 - d. Subject to budgetary constraints, student unions whose membership is greater than an annual FTE of 500, but less than an annual FTE of 750 shall receive a core budget of \$750/semester.
 - e. Subject to budgetary constraints, student unions whose membership is greater than an annual FTE of 750, but less than an annual FTE of 1000 shall receive a core budget of \$900/semester.
 - f. Subject to budgetary constraints, student unions whose membership is greater than an annual FTE of 1000, but less than

- an annual FTE of 1500 shall receive a core budget of \$1050/semester.
- g. Subject to budgetary constraints, student unions whose membership is greater than an annual FTE of 1500, but less than an annual FTE of 2000 shall receive a core budget of \$1200/semester.
 - h. Subject to budgetary constraints, student unions whose membership is greater than an annual FTE of 2000, but less than an annual FTE of 4000 shall receive a core budget of \$1350/semester
 - i. Subject to budgetary constraints, student unions whose membership is greater than an annual FTE of 4000 shall receive a core budget of \$1500/semester.
7. Net core funds remaining from active semesters shall carry forward semester to semester, except that all unused core funds shall revert to the Society at the end of each fiscal year.
 8. The signatures of two student union signing officers are required to release any Society funds.
 9. Receipts must be turned in for reimbursement within 30 days of incurring an expense and must be accompanied by supporting minutes from a properly constituted quorate meeting.
 10. Core funding shall not be donated to any off-campus organization
 11. When using core funding, student union shall prioritize SFSS services but in the event that they are unable to do so, the student unions may apply to the Student Union Organiser or the Granting Committee to use non-SFSS Services.
 12. Other restrictions as determined from time to time by the Student Union Organiser or the Granting Committee.

Grant Funding

13. Supplementary grants may be provided to assist student unions with their activities, with the following stipulations:
 - a. some core funds must be committed to every undertaking for which grant funding is requested;
 - b. no grant funds will be provided for strictly social events, except when the Student Union Organiser is conducting an organizing drive on behalf of the student union;
 - c. there must be active student union involvement in the project/event when grant funding is requested;
 - d. grant funds shall not be used for strictly fund-raising events;
 - e. grant funds shall not be donated to any off-campus organizations;
 - and,
 - f. grant funds shall not be spent on alcohol.
14. Receipts must be turned in for reimbursement within 30 days of incurring an expense and must be accompanied by the supporting minutes of a properly constituted quorate meeting.

15. The Student Union Organiser may approve single requests of up to \$1 000, provided that the total annual grant allocation per student union does not exceed \$3 000 of the grant budget.
16. The Granting Committee may approve requests greater than \$1 000, or requests that are in excess of 8 percent of the grant line item.
17. Requests for loans or supplementary grants shall be made at least 2 weeks in advance of any activity, and shall be supported by documentation satisfactory to the Society.
18. SFSS services should be used wherever possible.
 - a. Where SFSS services cannot be used, student unions may apply to the Student Union Organiser or the Granting Committee to use external services.
19. Other restrictions may apply from time to time as determined by the Student Union Organiser or the Granting Committee.
20. Core funds may be withheld until any outstanding loan has been recovered.
21. Decisions of the Student Union Organiser may be appealed, in writing, to the Granting Committee.

Loans

22. Interest free supplementary loans may be provided to assist student unions with their activities where grants are unable to be used to support such activities.
23. The following stipulation must be adhered for all loans:
 - a. some core funding must be contributed for which loan funding is requested;
 - b. loans can only be used to support activity that will collectively benefit the student union's membership;
 - c. loan request must be accompanied by a repayment plan; and
 - d. loans must be paid back in full by the end of the fiscal year.
24. The Student Union Organiser may approve single requests of up to \$1 000 and the Granting Committee may approve requests greater than \$1 000.
25. Any unpaid loans shall result in freezing of both core and trust accounts until such loan is paid back in full.

Trust Fund

26. Unions may establish trust accounts for securing funds other than SFSS core or grant allocations.
27. All trust accounts must be established with the SFSS, except under extenuating circumstances, and with the following stipulations:
 - a. the SFSS Student Union Organiser may be one of the trustee;
 - b. departmental student unions must disclose bank account numbers to the SFSS Student Union Organiser;
 - c. monthly bank financial statement must be submitted to SFSS Student Union Organiser; and,

- d. semesterly financial report must be submitted to SFSS Treasurer and Student Union Organiser.

Levy Fee Collection

28. The referendum question establishing a faculty student union levy must include a provision for the termination of the levy at the end of the fiscal year in which the student union is dissolved by vote of its governing council, or following two years of inactivity.
29. A faculty student union levy may only be collected from students who are designated as members of said faculty on their university transcript.
30. For the purposes of levying fees, full-time and part-time student designations shall be determined in accordance with Society policy.
31. All fees paid to the faculty student union shall be deposited directly into the faculty student union's SFSS trust account, from which all transactions will be conducted throughout the fiscal year.

Levy Fee Reporting

32. The annual report shall include, but shall not be limited to:
 - a. an up-to-date statement of revenues and expenditures of the fiscal year in which it is submitted,
 - b. a list of all assets and inventories,
 - c. a list of all faculty student union financial obligations extending into the next fiscal year, and
 - d. a budget proposal that includes a statement of revenues and expenditures for the next fiscal year, for the period commencing May 1st and ending on April 30th.

Levy Budget Approval Process

33. The Society VP Finance shall directly inform all faculty student unions that a budget proposal must be submitted with its annual report.
 - a. This budget proposal must be submitted by March 21st for approval for the next fiscal year, which commences on May 1st.
 - b. Should the faculty student union fail to submit a budget proposal by that time, the Society VP Finance shall suspend all transactions from the faculty student union's accounts and shall immediately inform the faculty student union's President and Board.
34. A faculty student union shall not spend money from its accounts nor incur any other liability until the Board approves its budget proposal for the fiscal year.
35. Faculty student unions that collect approved fee levies must hold any budgeted surplus in the Society's faculty student union's trust account.
36. The Finance and Administration Committee of the Society shall not approve Faculty Student Union budgets that project a deficit without previous approval by the board.

Dissolution or Extended Inactivity

37. The Society VP Finance shall be responsible for tracking faculty student union activities, and shall authorize all fund transfers.
38. A faculty student union that ceases to operate for a period of two (2) fiscal years shall have its account(s) frozen at the end of that year.
39. If the faculty student union is not reactivated after its account(s) have been frozen for two (2) years, any account(s) surplus shall revert to the SFSS.
 - a. If any liabilities exist, the Society may use funds from the levy to meet all financial obligations of the faculty student union.
40. If the faculty student union is reactivated within a period of less than three (3) years of inactivity, the faculty student union's accounts shall be transferred from the Society's general holding account to the Society's faculty student union trust account.
 - a. This will be done provided that the minutes of a properly constituted meeting show that elections have been conducted and that the faculty student union meets all of its constitutional requirements.
 - b. These minutes shall be submitted to the Society VP Finance.
41. Where the collection of fees has ceased, a faculty student union may go to a referendum with its members in accordance with the bylaws to establish a new faculty student union levy.

General

42. The Board of Directors may suspend the activities of any faculty student union found to have violated any Society bylaw or policy.
43. If specifically provided for in the student union's constitution, bylaws, or policies, it may permit voting by teleconference or videoconference.
44. A student union may not allow for proxy voting or for voting in meetings via text messaging or email.
45. Student unions may not enter into any legally binding contract.

Amended: BOD 2015-03-25, BOD 2013-07-18,
 BOD 2011-07-11, BOD 2008-09-01,
 BOD 2008-07-14, BOD 2008-04-16,
 BOD 2008-02-06, AGM 2007-10-10,
 BOD 2007-03-28, BOD 2004-10-20,
 BOD 2004-10-16, BOD 2005-04-27,
 BOD 2005-03-16, BOD 2005-07-13,
 BOD 2004-05-19, BOD 2011-07-06.

AP-15: Constituency Groups

1. Society funds may be used to cover event costs when a constituency group is a sponsor and the event is intended for purposes that are of collective benefit to the membership.
2. This policy will not apply to Women's Centre Constituency Group, Out On Campus Constituency Group, and First Nations Student Association Constituency Group.
3. To be eligible for Society funding, a constituency group must be active.
 - a. To be considered active, the constituency group must have a constitution filed with the Student Union Resource Office.

4. Each semester, constituency groups must submit to Student Union Resource Office:
 - a. the minutes of at least one properly constituted general meeting conducted in the semester for which the request is made, and
 - b. a list of current Executive Committee members (or other contact persons), signing officers, and constituency representatives to Council.
5. In the event that a constituency group remains inactive for four (4) consecutive semesters all assets shall revert to the Society.
6. Subject to budgetary constraints, active constituency groups shall receive a core budget of \$450/semester.
7. Active constituency groups are entitled to spend core funds at their discretion and to be reimbursed for expenditures from core funds with the approval of their membership.
8. Net core funds remaining from active semesters shall carry forward semester to semester, except that all unused core funds shall revert to the Society at the end of each fiscal year.
9. The signatures of two signing officers of the constituency groups are required to release any Society funds.
10. Constituency groups may establish trust accounts for securing funds other than Society core or grant allocations.
11. Loans or supplementary grants may be provided to assist Constituency Groups with their activities, except that grant funds will not be approved for funding purely social events.
12. The Student Union Organizer may approve requests of up to \$1 000.
13. The Granting Committee may approve requests greater than \$1 000.
14. Requests for loans or supplementary grants shall be made in advance of any activity, and shall be supported by documentation satisfactory to the Society.
15. Core funds may be withheld until any outstanding loan has been recovered.
16. Decisions of the Student Union Organizer may be appealed, in writing, to the Granting Committee.
17. The Board of Directors may suspend the activities of any Constituency Group found to have violated any Society bylaw or policy.

Amended: BOD 2013-07-18, BOD 2011-07-06,
 BOD 2003-04-16.

AP-16: Direction to Society Employees

1. Department representatives shall not give direction to Society employees.
2. The Executive Committee and the Commercial Services Committee shall give direction to the Society Food and Beverage Services Manager, which shall be communicated through the President or VP Finance. Only the Society Food and Beverage Services Manager (or her/his designate) shall give direction to employees who work in the Society's commercial service areas.

3. The Executive Committee, in consultation with the employees concerned, shall set employee workload priorities. However, this shall not preclude Executive Officers from giving direction to employees as needed to ensure that the duties associated with their portfolios are fulfilled, and to ensure that the Society's day-to-day operations are carried out.

Amended: BOD 2003-04-16.

AP-17: Employment, Board of Directors Members

1. No member of the Board of Directors shall be employed by the Society during, or for a period of two years following her/his/zir term of office.
2. An employee may not be an elected student member of the Board of Directors, but employees may become and maintain membership in the Simon Fraser Student Society.

Amended: BOD 2014-08-26, BOD 2003-04-16.

AP-18: Accessibility Fund

Definitions

1. For the purposes of this policy, 'activities' shall include, but not be limited to:
 - a. Simon Fraser Student Society elections,
 - b. the production and distribution of printed materials,
 - c. department student union meetings and events,
 - d. club meetings and events,
 - e. meetings of the society, and
 - f. events of the society.
2. Furthermore, 'activities' may include events related to student life, where barriers exist that prevent them from participating.

Purpose

3. The Accessibility Fund shall be used for the purposes of increasing the accessibility of and removing barriers to participation in Student Society or other campus related activities for students with all forms of disabilities.
4. Expenditures related to the education and promotion of mental health and wellness as it relates to student life may be submitted for review and approval to the Accessibility Fund Advisory Committee

Responsibility

5. Organizers and facilitators of activities shall be responsible for ensuring that their event is accessible.
6. The VP Student Services shall be responsible for ensuring that the fund is meeting the needs of students with disabilities to the greatest extent possible by liaising with Students United for Disability Support (SUDS), departments of the Society, and the Accessibility Fund Advisory Committee (AFAC).

Procedure

7. Organizers and facilitators of activities shall be responsible for booking accessibility services, but shall be limited to services approved by the Accessibility Fund Advisory Committee.
8. Accommodations shall be provided to active members by contacting the General Office or the VP Student Services.
9. Accommodation shall be provided, subject to verification of status of registration with the Centre for Students with Disabilities, as consented to by the requesting member.
10. Those students not registered with the Centre for Students with Disabilities or not consenting to a check of their status with the Centre for Students with Disabilities will provide sufficient documentation for an external assessment.
11. Requests from students who are not registered with the Centre for Students with Disabilities shall be referred directly to the Accessibility Fund Advisory Committee.
12. Invoices for accessibility services shall be sent to the General Office for processing.
13. The General Office shall maintain a list of accessibility service providers, to be made available for activity organizers and facilitators.

Interpretation

14. All matters concerning the interpretation of the present policy shall be referred to the Accessibility Fund Advisory Committee.

Amended: BOD 2013-07-08, BOD 2005-09-21,
BOD 2005-06-29.

AP-19: Management Consultant

1. The Board of Directors shall employ the services of a management consultant to fulfill the following duties:
 - a. Collective bargaining with CUPE 5396 and CUPE 3338
 - b. Functions related to particular sessions of collective bargaining such as mediation or arbitration
 - c. Aid with ongoing labour relations in the workplace including grievance proceedings
 - d. Maintenance of records related to collective bargaining
 - e. Legal referrals
2. The management consultant shall not be an employee of the Society.
3. No member of the Board of Directors shall be employed in the position of management consultant.
4. The management consultant shall be required to attend:
 - a. negotiations with CUPE 5396 and CUPE 3338,
 - b. mediation sessions with CUPE 5396 and CUPE 3338,
 - c. arbitration, and
 - d. court hearings.
5. The President shall be the Executive Officer primarily responsible for maintaining contact between Board of Directors and the management

- consultant. The President shall report to the Board of Directors on the activities of the management consultant on a regular basis.
6. The President shall require the management consultant to submit to her/him a monthly log of hours worked.
 7. The President shall request, and the VP Finance shall approve, monthly remittances to the management consultant.
 8. The President shall be responsible for determining an appropriate budget for the management consultant for recommendation to the Finance and Administrative Services Committee.
 9. Any executive officer may request that the President require the management consultant to attend a given meeting.
 10. Upon taking office, the President shall immediately contact and meet with the management consultant.
 11. The management consultant shall meet with the Executive Committee at least once per semester.

Amended: BOD 2003-04-16.

AP-20: Minutes

1. Minutes of meetings of Board of Directors shall include:
 - a. a summary of Committee discussion, including any comments that participants ask to be recorded, and
 - b. a record of motions passed, direction given, and action taken.
2. Minutes of meetings of Society committees shall be in report format, approved by the Committee, and submitted to the Resource Office for their inclusion in the Board of Directors package and shall include:
 - a. a summary of Committee discussion, including any comments that participants ask to be recorded, and
 - b. a record of motions passed, direction given, and action taken.
3. Minutes shall not be kept for working groups.
 - a. Working groups may keep a written record of discussion to be included in minutes of the committee out of which the working group was created.

Minute Preparation

4. Minutes for meetings of Council, the Board of Directors, and all Society committee meetings (except joint committees with SFU Graduate Student Society and those with the University) shall be completed and submitted to the chair of each committee within fourteen (14) days of the meeting.
5. Notwithstanding the other requirements of this policy, minutes for meetings of the Board of Directors shall be ready for inclusion in the agenda package for the next regularly scheduled Board of Directors meeting as required by the policies.

Storage

6. Upon adoption, a single copy of the minutes of the Board of Director, Society committee, and Council meetings shall be signed by the

- committee chair and one other member of the Board of Directors present at the meeting and kept on record in the Finance Office. They shall be stored in binder format.
7. In the event that the committee chair is not a member of the Board of Directors, the signature of an additional member of the Board present at the meeting will be required.
 8. In the event that two members of the Board of Directors were not present at the meeting or are unable to sign the minutes, this requirement shall be voided.
 9. A lack of signatures on minutes shall not render decisions made at that meeting invalid
 10. Notwithstanding the other clauses of this policy, Council shall adopt the minutes of Council and Council committees
 11. Minutes shall be posted on the Society's website after their adoption by the Board.
 12. Notwithstanding the other clauses of this policy, Council minutes shall be posted on the Society website after their adoption Council.
 13. Council committee minutes shall be posted as attachments to the minutes of the Council meeting at which they were adopted.

Implementation

14. The Executive Committee shall be responsible for ensuring the implementation of this policy.

Amended: BOD 2009-06-10, 2008-02-02,
BOD 2007-03-28, BOD 2005-08-10,
BOD 2004-09-22, BOD 2004-07-28.

AP-21: Credit Card Purchases

1. Only a Financial Office Coordinator and the Food and Beverage General Manager can carry corporate credit cards in his or her name.
2. Other employees or members of the Board of Directors may use the corporate credit card for the purchase of airline tickets and other authorized business expenditures.
3. In every case of credit card usage, the individual charging on the account will be held personally responsible in the event that the charge is deemed personal or unauthorized.
4. Authorized uses of the credit card include:
 - a. airline or rail tickets at coach class or lower rates for properly authorized business trips,
 - b. lodging and meal charges that do not exceed the authorized reimbursement rate for persons traveling on official Society business,
 - c. properly authorized expenditures for which a credit card is the only allowed method of payment, such as monthly internet access, or where it is deemed more expedient to use the credit card, and
 - d. business telephone calls.

5. Receipts should be compiled and submitted with an expense report on a weekly basis to the Financial Office.
6. Unauthorized uses of the credit card include:
 - a. personal or non-business expenditures of any kind, and
 - b. expenditures that have not been properly authorized.

Approved BOD 2010-04-14.

AP-22: Personal Information

1. The Simon Fraser Student Society shall comply with the Personal Information Protection Act (hereinafter referred to as the Act.). This includes the Board of Directors, staff, departments, committees, working groups, departmental student unions, clubs, and constituency groups of the Society.
2. Personal information as defined by the Act is “information about an identifiable individual and includes employee personal information but does not include (a) work contact information, or (b) work product information”.
3. Personal information shall not be disclosed to outside persons or organizations, except as required by law, without the consent of the individual. Personal information shall not be sold to other persons or organizations.
4. Personal information shall not be included on the agenda or supporting documentation of meetings of the Society's Board of Directors, Student Council, committees or working groups without the consent of the individual. Such consent shall include an understanding that such documents are publicly available to the Society's membership.
5. The following, or similar language shall be included in or posted clearly by all sign up sheets, petitions, and any other forms or documents designed to collect personal information for the Society and its branches: “This form has been created in compliance with the Personal Information Protection Act. The personal information you provide will be used solely for _____ [fill in purpose here]. By providing it, you give the Simon Fraser Student Society [or name of department] consent to use this information in this way only. This information will be kept confidential and will not be sold or traded to any other organization. If you do not consent to this, please refrain from providing us with your information.”
6. The President and the VP Finance jointly serve as Privacy Officers for the Society and shall be responsible for:
 - a. familiarizing themselves with the Act and the legal requirements that it places on the Society,
 - b. coordinating the education of the Society's staff, Board of Directors, Student Council, committees, working groups, and the executive officers of the Society's departmental student unions, clubs, and constituency groups concerning their obligations and responsibilities under the Act and this policy,

- c. ensuring that all forms, petitions, and other documents that are used to collect personal information clearly note the purposes for which such information shall be collected,
 - d. receiving and responding to all personal information protection requests and complaints, and
 - e. ensuring that the Society maintains appropriate controls over all personal information that is under the control of the organization, and
 - f. ensuring that the Society destroys personal information that may no longer be used or disclosed.
7. All completed forms used to collect personal information shall be kept in a locked filing cabinet or box. Any electronic files containing information gathered from said forms shall be stored on a password-protected computer.
 8. Each office and/or department of the Student Society shall develop a retention and destruction schedule that will be kept on file with the Society's Privacy Officers.
 9. Any decision of the Privacy Officers may be appealed to the Executive Committee. The Society will make every reasonable effort to resolve disputes without the need to involve the Privacy Commissioner under the Act.

Adopted: BOD 2005-03-02.
Amended: BOD 2005-09-21.

AP-23: Special Funding Request Policy

1. To be eligible for special funding from the Society all applicants must fill out an administrative funding package a minimum of two weeks prior to the funding approval date.
2. Requests for advocacy-related events will be presented to the chair of the Advocacy Committee.
 - a. Requests must specify a line item from the Advocacy Budget.
3. This policy does not apply to funding requests from working groups to the Advocacy Committee.
4. Donations from the Advocacy Committee shall be limited to a maximum of \$200.
5. Priority in funding shall be given to on-campus, student events.
6. Funding for campaigns and events initiated by organizations external to the Society or by organizations of which the Society is a member shall be limited to 10% of the donations line item each fiscal year.
7. All other requests for special event funding will be presented to the chair of the Finance and Administrative Services Committee for a recommendation to the Board of Directors.
8. All requests for department student union funding must be made through the Student Union Organizer.
9. Total projected expenditures for an event must not exceed the amount remaining in the relevant line item(s).

10. A representative of the applicant(s) must be available to attend all relevant meetings.
11. Groups may seek funding from only one of the following:
 - a. the Board of Directors,
 - b. a Society committee,
 - c. Out on Campus, or
 - d. The Women's Centre.

Amended: BOD 2005-11-16, BOD 2004-12-15,
BOD 2003-09-10.

AP-24: Stipends

1. There shall be no advances on Board of Directors or other stipends.
2. The Resource Office shall provide the VP Finance (or designate) with an attendance list of the meetings of the Board of Directors and its committees after the last Board of Directors meeting of the month.
3. The VP Finance (or designate) shall provide the Financial Office staff with a stipend list of Society members eligible to receive a stipend including the amount payable by the payroll processing date as indicated below.
4. Remuneration to the executive officers shall be in the form of semi-monthly payments. Payroll processing will occur on the first business day after the 15th and the first business day of the following month.
 - a. Payments through Board of Director's respective financial institutions will occur within two business days following the processing date.
5. Remuneration of faculty and at-large representatives shall be in the form of monthly payments. Payroll processing will occur on the first business day of the following month.
 - a. Payments through the Board of Director's respective financial institutions will occur within two business days following the processing date.
6. Payments may be made at the discretion of the VP Finance up to the full stipend amount at any time during the months of April, August, and December, provided the required hours of work have been met.
7. The VP Finance shall withhold from a member's stipend an amount equal to any outstanding sums of money owed to the Society.
8. Stipends shall not be paid for months where the work report is submitted more than one month late, unless the Board has authorized a prior exception.

Amended: BOD 2013-12-04, BOD 2009-07-29,
BOD 2008-04-16, BOD 2008-02-06,
BOD 2007-10-10, BOD 2005-11-16,
BOD 2005-01-05, BOD 2003-04-16.

AP-25: Executive Officer Cell Phone Allowance

Executive officers shall receive a reimbursement for charges

1. The VP Finance shall oversee the reimbursements.

- a. The President shall oversee the VP Finance's reimbursements.

Cell Phone Allowance

2. Cell phone reimbursements rates are as follows:
 - a. up to \$30.00 per month where there is a land line in the Officer's office, and
 - b. up to \$60.00 per month where there is no land line in the Officer's office.
3. Reimbursement requests must be accompanied by the Officer's corresponding monthly service bill.
4. Reimbursement will cease if the Officer's corresponding monthly service bill is not received by the VP Finance.
 - a. Reimbursement may also be discontinued if a Financial Coordinator is notified in writing by the VP Finance or the recipient of the reimbursement.
5. The Society's corporate credit card may not be used to pay for officer's cell phones.

Amended: BOD 2013-07-18, BOD 2003-04-19.

AP-26: Vendors Program

1. Vending rates shall be set by the Society and are subject to change without notice.
2. Fees shall be paid in full one (1) week in advance.
3. Two (2) working days notice of cancellation shall be required for a refund.
4. A list of goods for sale shall be provided to the Society and the sale of goods shall be at the discretion of the Society.
5. Vendors shall obtain, and provide proof to the Society if requested, any permit or license required by law.
6. A fee may be charged by the Society for the provision of vending tables.
7. Any racks supplied by the vendor shall be freestanding and stable.
8. No tables or racks shall be erected in front of any doorway, fire equipment, elevator, locker, alarm, or vending machine.
9. No tables or racks shall be erected in front of the University Art Gallery or in a location that would obstruct the ramp below the University's Audio-Visual Services department.
10. No part of any display shall be attached to any University fixture.
11. Any extension cord shall be taped securely to the floor.
12. Lit candles shall not be permitted.
13. Equipment shall not be left in the vending area on weekends.
14. The vendor's refund policy shall be clearly displayed.
15. Product distribution and placement of promotional materials shall remain at the location designated by the Society.
16. Vending set-up shall be restricted to a table length of eight (8) feet by six (6) feet.
17. Further space may be available upon payment of an additional fee.

18. Violation of this policy, or of any other Society, University, or government rule, shall be grounds for termination of any vending permit, and eviction of the vendor without refund of the vending fee.
19. Any group or individual looking to advertise or sell commercial services or products in excess of the Society's advertising policy must notify the General Office for proper application of the vendor program and procedure.

Amended: BOD 2003-08-27.

AP-27: Annual and Special General Meetings, Preparation, Staffing, and Procedures

1. In addition to the procedures and obligations set out in Society bylaws and policies, the following preparatory guidelines shall apply to the planning and procedures of annual and special general meetings.

The Board of Directors

2. The Board of Directors shall:
 - a. fulfill all duties with regards to annual and special general meetings as detailed in society bylaws and policy rules.
 - b. determine the date and time of all annual and special general meetings in a manner compliant with the bylaws, and immediately informing the Resource Office of all event logistics,
 - c. encourage the general membership to attend and participate in the general meetings,
 - d. designate a chair for the meeting at least seven (7) days prior to the meeting, and immediately informing the Resource Office,
 - e. assist in the set up of the meeting, under the coordination of the VP Student Services,
 - f. assist with registration of members and acting as floor captains for the duration of the meeting for vote and quorum counts, under the coordination of the VP Student Services,
 - g. ensure that all contributions to the annual report are submitted to the VP Student Services at least seven (7) days prior to the meeting date (in the case of an AGM), and
 - h. ensure that staff members are consulted to adjust hours and priorities accordingly.
3. The VP Student Services shall coordinate:
 - a. the compilation of the annual report of the Board for consideration at the annual general meeting (Bylaw 4.4.d),
 - b. the roles and responsibilities of the members of the Board of Directors in preparing for the meeting,
 - c. the roles and responsibilities of the members of the Board of Directors during the meeting and ensuring that registration and floor captain needs are adequately staffed,
 - d. the monitoring of attendance at meetings,

- e. the monitoring of vote and quorum counts, and reporting those counts to the chair,
- f. the booking a meeting room and any audio-visual equipment, appropriate for the needs of the meeting as established by the Board of Directors.
- g. the provision of microphones for speakers from the floor (if necessary), and
- h. accommodating students with special needs.

Staff

- 4. The Communications Coordinator shall:
 - a. comply with the provisions of the bylaws regarding serving notice of meeting,
 - b. layout, design, edit, and print the Society's annual report,
 - c. compile and print the agenda, and
 - d. liaise with the Ombuds Office regarding the report presentation and production.
- 5. The Minute Taker shall:
 - a. procure a membership list(s),
 - b. compile the previous meetings' minutes for inclusion in the annual report,
 - c. assist the VP Student Services with his/her/zir duties described in this policy,
 - d. ensure that the chair receives an agenda and all other written materials at least 24 hours before the meeting, and is kept informed of expected attendance, the course of proceedings, the length of presentations, and any room changes, and
 - e. ensure that the full text of any proposed bylaw changes is available to all members at the meeting.
- 6. The Student Union Organizer shall:
 - a. send written or electronic memoranda to all active unions in accordance with the bylaws, and
 - b. assist the Resource Office in the staffing the meeting and any preparations as necessary.

Amended: BOD 2005-04-27.

AP-28: Satellite Campus and Committee Liaisons

- 1. The Board of Directors shall select one liaison from amongst its members for:
 - a. SFU Surrey,
 - b. SFU Vancouver, and
 - c. SFSS Burnaby Residence.
- 2. Each liaison shall:
 - a. Attend the meetings of the respective satellite Campus Committee,
 - b. report the activities and concerns of the satellite Campus Committee regularly to the Board of Directors, and

- c. maintain and update a living document with relevant information pertaining to their liaison portfolio.
3. Liaisons shall only be removed by a majority vote of the Board of Directors upon recommendation from the respective Campus Committee.

Adopted: BOD 2006-03-10.

Amended: BOD 2009-05-26, BOD 2008-08-04.

AP-29: Sustainability

1. The Society recognizes that wasteful activities cause significant detrimental impacts locally and globally, and that by taking steps to reduce the amount of waste generated by the Society it is contributing to the improvement of SFU.
2. The Society will endeavour to reduce waste wherever possible. This shall include, but shall not be limited to, the:
 - a. pre- and post-consumer food waste,
 - b. paper used for meeting packages,
 - c. energy used in all building spaces,
 - d. disposable packaging materials by all services,
 - e. recycling of paper, plastic, glass, and batteries.
3. The Society shall endeavour to develop sustainable practices wherever possible. This shall include, but shall not be limited to:
 - a. creating a composting program that services all of the Food and Beverage Services,
 - b. using non-chlorine bleached, recycled paper for all printed materials for meeting packages,
 - c. having any new construction project be Leadership in Energy and Environmental Design (LEED) certified,
 - d. using biodegradable packages for all of the vendors' take out orders and for all catering orders, and
 - e. lobbying the University to adopt policies and practices that support, promote and reflect sustainable practices.

Adopted: BOD 2006-04-27

AP-30: Extended Health and Dental Plan Fees

1. Preamble: Members of the Simon Fraser Student Society agreed in referendum (March 19, 2009) to a fee increase of no more than one-hundred-ninety-eight dollars (\$198) for an Extended Health and Dental Plan.

Current Members

2. Current Members who are automatically enrolled will be assessed these fees once a year in the fall semester:
 - a. The Extended Health Plan Fee is seventy-eight dollars (\$78.28).
 - b. The Dental Plan fee is one-hundred-six dollars (\$106.56).
 - c. The University reserves the right to collect a 1% surcharge on these fees.

3. From both the Extended Health Plan and the Dental Plan fees, the Society will receive two dollars and fifty cents (\$2.50) per member, per fee, for the Health Plan Reserve Fund.

New and Returning Members

4. As the university accepts spring and summer new enrolments, and some members opt to forgo enrolment in some semesters, the following will apply to new and returning members:
 - a. Members beginning their studies at SFU in the spring semester, or those returning after a hiatus in the fall semester, will be automatically assessed a pro-rated fee for eight (8) months of coverage.
 - b. Members beginning their studies at SFU in the Summer Semester, or those returning after a hiatus in the fall and spring semesters, will have the option to enrol in the health plan voluntarily through the Health Plan broker for a pro-rated fee for four (4) months coverage.
 - c. Notwithstanding the above, all members will be assessed the full year fee in the fall semester.

Eligibility and Ineligibility

5. Enrolment in the Extended Health and Dental Plan is subject to the following requirements:
 - a. All members registered in a designated “on-campus” programs at SFU at Burnaby or Surrey and Vancouver campuses, and taking a minimum of three-credits, as well as enrolled in the Co-op Program, and registered at and paying fees to SFU, while on foreign exchange will be automatically enrolled in the Extended Health and Dental Plan.
 - b. Students who are registered in a designated “off-campus” program at SFU, and those taking only distance education classes will not be automatically enrolled in the Health Plan but can opt-in through the Health Plan Broker during the change of coverage period.

Change of Coverage

6. During a time agreed to by the University, the Student Society, and the Health Plan Broker, and only in the first month of each semester, there will be a set time for the change of coverage period.
7. Members with comparable coverage may opt-out of either the extended health and/or the dental plan during the change of coverage period by providing proof of coverage to the Health Plan Broker, or by providing proof of coverage to the Ombudsperson who would then provide a letter to the Broker.
8. Members not automatically enrolled may choose to opt-in to the extended health and/or dental plans through the Health Plan Broker, with payment and proof of eligibility, during the change of coverage period.

9. Members who wish to enrol their spouse or dependents may do so by providing the Health Plan Broker with payment, proof of eligibility, and information necessary for additional dependents to be enrolled in the plan(s), during the change of coverage period.

Liaisons

10. For the purpose of maintaining communication with all parties involved, the following duties are assigned:
 - a. The President and VP Student Services will serve as the liaisons to the Health Plan Broker.
 - b. The President and VP University Relations will serve as the liaisons regarding matters of the Health Plan to the University
 - c. The VP Student Services and the Communications Coordinator are responsible for the promotion of the Health Plan(s) and change of coverage period.

Adopted: BOD 2009-04-22.

AP-31: Space Expansion Fund Levy

1. The Space Expansion Fund Levy is non-refundable.
2. The Levy shall be collected within the same restrictions as the Student Activity Fee.
3. The Space Expansion Fund may only be spent on the renovation, operating expenditures, repair, maintenance, and creation of student space on campus under the jurisdiction of the Simon Fraser Student Society.

Adopted: BOD 2009-04-22.

AP-32: Recognition of the Simon Fraser Residence Hall Association

1. The Simon Fraser Student Society recognizes the Simon Fraser Residence Hall Association (RHA) as a representative body of undergraduate students living on residence at Simon Fraser University.
2. Upon incorporation of the RHA the SFSS will revisit this policy.

Adopted: BOD 2009-05-26.

AP-33: Recognition of the Student-Athlete Advisory Committee

1. The Simon Fraser Student Society recognizes the Simon Fraser Student-Athlete Advisory Committee (SAAC) as a representative body of undergraduate student athletes at Simon Fraser University.

Adopted: BOD 2013-02-20.

AP-34: Conference Funding

1. The Society shall maintain a Travel/Conference Fund that shall be administered by the Society's Student Union Organiser Office.
2. Between May first and April 30th each year, each Society member shall be limited to two travel awards of up to \$100 in total.
3. Travel/Conference awards may be used for the following expenses:
 - a. conference registration fees,



- b. admission and related fees,
 - c. commercial accommodation, and
 - d. out-of-town transportation costs to and from the conference.
4. Travel and Conference funding is for extra curricular conferences, and cannot be used for work placement or coop placements, field schools, or employment- related travel.
5. Applications shall be made in advance of the conference to the Student Union Organiser Office on the appropriate form, and shall be accompanied by a copy of the minutes of a meeting of the members' union that clearly indicates endorsement of the application.
 - a. Applications must be approved by a vote of the member's union in the same fiscal year in which the conference is held.
6. Applications shall be approved on a first-come, first-served basis.

Funding Allocations

7. Unions whose combined membership is equivalent to or less than an annual Fulltime Equivalent Enrollment (FTE) of 200 shall be granted up to \$800 in travel/conference funding subject to budgetary constraints.
8. Unions whose combined membership is greater than an annual FTE of 200 but equivalent to or less than an annual FTE of 300 shall be granted up to \$900 in travel/conference funding subject to budgetary constraints.
9. Unions whose combined membership is greater than an annual FTE of 300 but equivalent to or less than an annual FTE of 500 shall be granted up to \$1000 in travel/conference funding subject to budgetary constraints.
10. Unions whose combined membership is greater than an annual FTE of 500 but equivalent to or less than an annual FTE of 750 shall be granted up to \$1100 in travel/conference funding subject to budgetary constraints.
11. Unions whose combined membership is greater than an annual FTE of 750 but equivalent to or less than an annual FTE of 1000 shall be granted up to \$1200 in travel/conference funding subject to budgetary constraints.
12. Unions whose combined membership is greater than an annual FTE of 1000 but equivalent to or less than an annual FTE of 1500 shall be granted up to \$1300 in travel/conference funding subject to budgetary constraints.
13. Unions whose combined membership is greater than an annual FTE of 1500 but equivalent to or less than an annual FTE of 2000 shall be granted up to \$1400 in travel/conference funding subject to budgetary constraints.
14. Unions whose combined membership is greater than an annual FTE of 2000 shall be granted up to \$1500 in travel/conference funding subject to budgetary constraints.
15. Reimbursement for travel/conference expenses shall be made after the conference has occurred, and after a cheque requisition supported by original receipts has been submitted to the Student Union Organiser Office.

16. Application for reimbursement must be made no later than the last day of the fiscal year.
17. Any approved assistance that remains unclaimed by the end of the first month following the end of the fiscal year shall be forfeited.

Amended: BOD 2013-12-04, BOD 2008-04-16,
BOD 2008-02-06, AGM 2007-10-10
BOD 2007-06-20, BOD 2004-05-19.
Suspended: BOD 2009-04-22.

AP-35: Anti-Bullying/Harassment Policy

Intent

1. This policy statement applies to all workers, including permanent, temporary, casual, contract, and student workers. It shall apply to any persons conducting business on society premises. This policy shall also include interpersonal and electronic communications such as email.
2. This policy applies to all activities which take place on the Simon Fraser Student Society premises, or which are connected to the workplace, and during any employment-related duties or activities, including conferences, training sessions, travel, and social functions.

The Definition of Bullying and Harassment

3. Workplace bullying and harassment can be defined as unwanted conduct, comments, actions, or gestures that affect an employee's dignity, psychological or physical health and wellbeing. It can be any form of offensive or abusive treatment or behaviour that creates an intimidating, hostile, or abusive work environment and may result from the actions of one individual towards another, or from the behaviour of a group.
4. Bullying and harassment are often characterized through insulting, hurtful, hostile, vindictive, cruel, or malicious behaviours that undermine, disrupt, or negatively impact another's ability to do his/her/zir job, and results in a harmful work environment for the employee.
5. Examples of conduct or comments that might constitute bullying and harassment include, but are not limited to, verbal aggression or insults, calling someone derogatory names, harmful hazing or initiation practices, vandalizing personal belongings, and spreading malicious rumours.
6. Bullying and harassment excludes any reasonable action taken by an employer or supervisor relating to the management and direction of workers or the place of employment.

Bullying and Harassment Are Prohibited

7. The Simon Fraser Student Society will not tolerate harassment or bullying in the workplace. Any person that experiences harassment or bullying shall be encouraged to report the activity to their immediate supervisor, manager, or the Executive Director. All complaints shall be taken seriously, and investigated appropriately. Any one that submits a report or

- complaint of harassment or bullying shall not be subject to any form of reprisal or retaliation as a result of the complaint.
8. The Simon Fraser Student Society shall apply disciplinary actions in accordance with the principles of progressive discipline for any and all incidents of harassment or bullying.

Roles and Responsibilities

9. Management shall:
 - a. promote a respectful and safe working environment,
 - b. ensure employee adherence to the Anti-Bullying/Harassment Policy,
 - c. investigate complaints of bullying and/or harassment promptly while respecting the organizational grievance procedures,
 - d. maintain a confidential file for complaints of harassment or bullying, investigations completed and actions taken,
 - e. report the incident to police where appropriate, and
 - f. apply appropriate disciplinary action where appropriate.
10. Employees shall:
 - a. treat others with respect, and contribute to a respectful and safe work environment,
 - b. report all acts of bullying to management,
 - c. participate fully and in good faith, in any resolutions process or formal complaint and investigation process where they have been identified as having potentially relevant information,
 - d. report any incidents which may be in violation of this policy, and
 - e. respect the rights to personal dignity, privacy, and confidentiality pertaining to this policy

Adopted: BOD 2013-12-04.

ISSUES POLICIES

IP-1: Deregulation of Tuition Fees

1. The Simon Fraser Student Society opposes the deregulation of tuition fees for students pursuing post-secondary education

Adopted: BOD 2003-03-19.

IP-2: Students with Disabilities

1. The Simon Fraser Student Society believes that students with disabilities have the right to full participation in the university environment. Further, the Simon Fraser Student Society supports equal access for students with disabilities, including freedom of choice of lifestyle, education, housing and employment as full and equal members of the university community.

Adopted: BOD 2003-03-19.

IP-3: Differential Tuition Fees

1. The Simon Fraser Student Society opposes differential tuition fees for students pursuing post-secondary education.

Adopted: BOD 2003-03-19.

IP-4: Plagiarism Detection Software

1. The Simon Fraser Student Society is opposed to any mandatory submission of student work to plagiarism detection software.
2. The Simon Fraser Student Society is opposed to any use of Turnitin.com™ software at Simon Fraser University.
3. The Student Society believes that the university should terminate any agreements with Turnitin.com™, and should not enter into any further agreements with Turnitin.com™.

Adopted: BOD 2003-03-19.

IP-5: Institutionally-Administered Loans

1. The Simon Fraser Student Society is opposed to the use of institutionally administered private student loans at Simon Fraser University, or elsewhere in Canada.
2. The Student Society is opposed to any partnerships between Simon Fraser University and the First Student Loan Company, or any other for-profit student loan provider.

Adopted: BOD 2003-03-19.

IP-6: The British Columbia Grants Program

1. The Simon Fraser Student Society supports the reinstatement of the B.C. Grants Program of at least \$4 000 a year for all low-income students.

Adopted: BOD 2008-06-23.

IP-7: Funding Cuts

1. The Simon Fraser Student Society is opposed to Provincial Government cuts to post-secondary funding, especially when expected funding targets have already been communicated, to the core operating budgets and individual full-time equivalence grants.

Adopted: BOD 2008-06-23.

IP-8: The Coalition for Student Loan Fairness

1. The Simon Fraser Student Society supports the Coalition for Student Loan Fairness' Eight-Point Plan for reducing student debt.
2. Adopted: BOD 06-23-08

IP-9: Flat Tuition Fees

1. The Simon Fraser Student Society opposes a flat tuition fee regardless of enrolled credit hours for all Undergraduate students.

Adopted: BOD 2009-06-10.

IP-10: Promotion of Public Transportation

1. Simon Fraser Student Society supports accessible, publicly funded quality transportation, especially improvements to transportation to all SFU campuses.
2. Simon Fraser Student Society supports the expansion of the Universal Transit Pass program to include all public post-secondary institutions in British Columbia.
3. Simon Fraser Student Society supports a publicly funded proposal to build a gondola system connecting SFU's Burnaby Mountain Campus with the Production Way-University Skytrain Station.

Adopted BOD: 2009-08-12.

IP-11: Student and Society Spaces

Department Student Common Rooms

1. The Simon Fraser Student Society believes that every Department should provide a departmental student union common room space for the use of its students.
2. The Simon Fraser Student Society believes that common rooms set aside for departmental student unions should be exempt from all food service contracts the University holds, or will enter.

Quality Student Lounge Space

3. The Simon Fraser Student Society believes it is the University's job to provide safe, clean, and functional student and lounge space for students at all SFU Campus locations.

Quality University Space

4. The Simon Fraser Student Society believes that the University must maintain all teaching facilities in a good state of repair.

5. The Simon Fraser Student Society believes that every attempt should be made to keep learning facilities accessible, equipped with modern teaching aids, and provide electrical outlets for student use.
6. The Simon Fraser Student Society believes that the University should maintain water fountains in good repair.

Independent Student Society Governance of Leased Space

7. The Simon Fraser Student Society asserts that space under its lease with the University is independently managed by the Society.
8. Student Society Claim for Jurisdiction over MBC 3000 The Simon Fraser Student Society asserts that the space occupied by 'Student Central' in the Maggie Benston Centre should be operated and maintained by the Simon Fraser Student Society.

Adopted BOD: 2009-08-12.

Council Policies

CP-1: Excuses, Resignation

1. 'Excuse' refers to a protective mechanism that ought to be employed only in the event that unforeseen, extenuating circumstances prevent a member of Council from attending a meeting at which they otherwise would have been present.
2. Requests by Council members for excuses from meetings of Council shall be directed to the VP Student Life for approval. Such requests must be received no later than 24 hours prior to the meeting, except for unforeseen circumstances. In the event that the VP Student Life requests an excuse it shall be directed to the VP Finance to present at Council for the approval of Council.
3. All requests for excuses shall be accompanied by a written explanation of the reasons for seeking it.
4. In the event that a request for an excuse is denied, the VP Student Life or VP Finance shall provide written reasons for their decision.
5. Leaves of absence and excuses approved or denied by the VP Student Life shall be reported to Council.
 - a. Decisions of the VP Student Life may be appealed to Council.
6. Notices of resignation from Council shall be directed to the VP Student Life and reported at the subsequent meeting of Council. Notices of resignation shall also be sent to the representative's departmental student union or constituency group.

Amended: BOD 2008-04-16, BOD 2008-02-06,
AGM 2007-10-10, FOR 2006-01-19.

CP-2: Council Funding

1. Council shall maintain the Funding Advisory Committee as a standing committee.
2. The Council Funding Advisory Committee shall be comprised of seven (7) members of Council, including no more than three (3) Board members.
3. The Student Union Organizer shall be a non-voting member of the Committee.
4. The Committee shall elect its own chairperson.
5. The Council Funding Advisory Committee shall consider funding requests from organizations for funding from Council, and shall submit recommendations to Council regarding such requests.
6. Debate at Council on a funding request shall be limited to twenty (20) minutes, unless Council, by a two-thirds (2/3) super-majority vote, chooses to extend debate on the matter.

Amended: FOR 2005-04-06

CP-3: Council Chair

1. Council may, by simple majority vote, appoint a person to chair Council meetings, for a term of up to one semester, from amongst its seated members, or it may appoint a chairperson external to it.
2. An external chair shall receive a \$75 honorarium per meeting chaired. The external chairperson shall continue to chair Council meetings during in camera sessions and is bound by all rules governing in camera sessions.
3. In the event that no chair has been appointed by Council, the VP Student Life shall be deemed to be Chairperson pro term and shall have the authority to enforce Bylaw 16.3.

Amended: FOR 2006-01-18, FOR 2005-07-06

CP-4: Council Committee for Director Status Review

1. Council shall maintain a standing committee for the purpose of reviewing the registration status of the directors of the Society.
2. The composition of this committee shall be all members of the Council except the directors of the Society.
3. The authority to review information provided to council regarding the standing of directors of the Society, to concur with that information, and to advise the Society of any reason why Council does not concur with such information is delegated to the committee.
4. Any director or member of the Society who is not a member of the committee shall have full speaking privileges at meetings of the committee.
5. The quorum for the committee shall be a majority of the seats filled but shall in no case be fewer than three (3). If there are not enough members of the Committee to allow it to reach a quorum, then this policy shall be suspended and the powers delegated to the committee shall revert to Council until the committee can reach quorum.
6. The chair of Council is the chair of the committee unless the chair is a director of the Society, in which case, the committee shall elect a chair from among its members.
7. If the committee is in receipt of information regarding the status of any Director of the Society which indicates that the person should cease to be a Director of the Society, the chair of the Committee shall inform the person of:
 - a. The fact that their standing as a Director is questioned.
 - b. The information in the report indicating that the person should cease to be a Director of the Society.
 - c. The date and time of the meeting of the committee to review their standing as a Director.
 - d. The fact that the person is entitled to make submissions to the committee on their standing as a Director.
8. If the committee is without a chair, any member of the committee may issue such notice.
9. Meetings of the committee may be requisitioned in writing by at least one-half (1/2) of the members of the committee and the chair of the committee

- must call a meeting of it within nine (9) working days of the receipt of such a requisition. In the absence of a chair of the committee, the members of the committee requisitioning a meeting may organize the meeting themselves, so long as the requirements of notice specified in this policy are met and so long as the Society's rules of order are obeyed.
10. A meeting of the committee may occur concurrently with or immediately after a meeting of Council and such a meeting shall not require additional notice beyond that for the Council meeting. Any other meeting shall require at least one (1) week's notice to be given to the Committee and to any person whose status as a director of the Society is to be reviewed at the meeting.

Adopted: FOR 2007-06-05

CP-5: Liaison to Board

1. Council shall, by simple majority vote, appoint a Council member to act as a liaison to the Board for a term of up to one year.
2. The liaison shall provide a summary report on the activities of Board to Council.
3. The liaison shall receive a 35\$ stipend for every Board meeting attended.

Adopted: Council 2015-04-01

APPENDICES

Appendix 1: Surrey Campus Committee Special Rules of Order

Responsibilities of Officers:

Chief Officer

1. Convene regular meetings
2. Chair Committee meetings
3. Inform committee members of meeting times and locations
4. Prepare meeting agendas
5. Distribute relevant documents or materials to committee members
6. Represent the committee to any external bodies
7. Be an ex-officio member on all Surrey Campus Committee sub-committees

Surrey Affairs Officer

8. Act as a liaison between the Committee and the Surrey Campus Administration
9. Sit on the Surrey Joint Operations Advisory Group

Campus Life Officer

10. Chair the Committee's Events Committee
11. Coordinate the planning and execution of Committee events
12. Work with the Surrey Campus Coordinator to budget for the fiscal year

Promotions and Outreach Officer

13. Chair the Committee's Promotions and Outreach Committee
14. Encourage student participation with the Committee and the campus
15. Maintain and update social networking mediums promoting the Surrey Campus Committee
16. Maintain the volunteer contact list for the Surrey Campus Committee
17. Work with the Surrey Campus Coordinator to budget for the fiscal year

Officer

18. Sit on at least one Committee subcommittee
19. Encourage student participation with the Committee and the campus
20. Liaise with the student body

Terms of Office

21. Term of office shall be May 1st to April 30th, inclusive.

Elections

22. Nominations for all positions shall open at 12:00pm on Monday of week nine in the Spring Semester

23. Nominations for all positions shall close at 12:00pm on Monday of week ten in the Spring Semester
24. Campaigning shall commence at 12:00pm on Monday of week ten in the Spring Semester
25. Campaigning shall end at 12:00pm on Monday of week eleven in the Spring Semester
26. Polling shall occur on the Tuesday and Wednesday of week eleven of the Spring semester.

By-Elections

27. Shall be conducted at a General Assembly Meeting of the Committee where every SFU Surrey Student has a vote.
28. Two weeks notice is to be given of the positions available by means of posters in conspicuous areas around campus.

Campaigning

29. Campaigning shall begin after the close of nominations and end at the beginning of polling not withstanding posters or banners.
30. Campaign expenses shall be limited to twenty dollars per candidate.
31. Campaign literature and activities shall not be libelous, inflammatory, in bad taste, or discriminatory.
32. All campaign materials must be printed at the Surrey Society office and be approved by the Surrey Campus Coordinator.
33. Campaigning shall consist of but shall not be limited to activities such as:

Posters

34. Conducted in accordance to campus rules all posters shall:
35. Be posted only on corkboards.
36. Have at most one poster from each candidate for each corkboard.
37. Be attached only with push pins or thumb tacks.

Banners

38. Conducted in accordance to campus rules all banners shall be hung and placed in approved locations.
39. Leaflets
40. Shall only be handed to individuals and not left in public areas
41. Classroom Speaking
42. Shall only be done with the approval of the instructor of the class.
43. Email
44. Shall not be solicited.

Polling

45. Polling shall preferably be overseen by the Independent Electoral Commission, otherwise it will be overseen by the Surrey Campus Coordinator.

46. The ballots will be printed with each candidates name for each position the names will be placed in a random order on each ballot to be designed by the Surrey Campus Coordinator.
47. If there is only one candidate running for a position the ballot will have a yes or no vote for the position. If the minority of votes is yes, the position will remain vacant.
48. Polling shall be conducted in the most conspicuous location at the Surrey Campus.

Attendance

49. Non-withstanding SO-2, regrets shall be sent to the Chair and presented to the Committee for ratification
50. If any member is absent from two consecutive meetings of the committee without ratified regrets, he shall be deemed to have abandoned their position on the committee and the Chair shall declare that position vacant forthwith.
51. Acceptable regrets shall be considered for events such as academic commitment, health or family commitment.
52. Leaves of absence can be granted by the committee for a period of up to four months per term.
53. The Officers may be removed from office by a two-thirds (2/3) vote of the SFU Surrey students present at a quorate meeting. Such a vote shall be conducted at a meeting that shall be called by the Committee upon the request of any fifteen (15) SFU Surrey students.

Subcommittees

54. The Surrey Campus Committee shall maintain the following subcommittees:
 - a. Joint Operations Advisory Group
 - b. The Committee and the SFU Surrey Administration shall maintain the Joint Operations Advisory Group as an ad-hoc committee
 - c. The Terms of Reference shall be jointly adopted and maintained by the Joint Operations Advisory Group.

Events

55. This sub-committee shall organize, budget, and execute the events of the Surrey Campus Committee.

Composition

56. Chairperson: Campus Life Officer
57. [ex-officio] Chief Officer
58. Four Officers of the Surrey Campus Committee
59. Two students at-large
60. [non-voting] Surrey Campus Coordinator

Terms of Reference

61. Plan all Surrey Campus Committee events for the year.

62. Prepare a budget of the events for consideration by the Surrey Campus Committee.
63. Work with the Promotions and Outreach Sub Committee to advertise events and raise awareness of the Surrey Campus Committee

Promotions and Outreach Sub-Committee

64. This Sub-Committee shall deal with the promotion of Surrey Campus Committee and its events.

Composition

65. Chairperson: Promotions and Outreach Officer
66. [ex-officio] Chief Officer
67. Two Officers of the Surrey Campus Committee
68. Two students at-large
69. [non-voting] Surrey Campus Coordinator

Terms of Reference

70. Promote Surrey Campus Committee Events
71. Gather and maintain a volunteer base for the Surrey Campus Committee
72. Coordinate and execute promotions and outreach programs for the Surrey Campus Committee with a special effort to reach out to first year students
73. Provide Surrey Campus Committee presence at University functions when possible

Approved BOD 2010-14-04.

Appendix 2: Deletions History

Rules

1. R-6: Executive Officers Duties, Responsibilities & Stipend Requirements
 - a. BOD 2010-11-20
 - b. All references to exit reports and other requirements upon expiry of term. Note: intention is to develop new policy on these items and on Board transitions.
2. R-7: Faculty Representative and At-Large Board of Directors Duties, Responsibilities & Stipend Requirements
 - a. BOD 2010-11-20
 - b. All references to exit reports and other requirements upon expiry of term. Note: intention is to develop new policy on these items and on Board transitions
3. R-9: Honorary Forum Members
 - a. Deleted BOD 2005-12-07
4. R-17: Elections and Referendum Policy
 - a. Deleted BOD 2010-09-20
 - b. Replaced with complete re-write BOD 2010-09-20
5. R-2, R-3, R-4, R-5
 - a. Deleted BOD 2015-01-07 (Amalgamated into R-1)

Standing Orders

6. SO-8: Graduate Issues Committee
 - a. Deleted AGM 2007-10-10, BOD 2008-02-06, BOD 2008-04-16
7. SO-13: Graduate Benefit Plan Appeals Committee
 - a. Deleted AGM 2007-10-10, BOD 2008-02-06, BOD 2008-04-16
8. SO-15: Graduate Benefit Plan Reserve Fund Committee
 - a. Deleted AGM 2007-10-10, BOD 2008-02-06, BOD 2008-04-16-08
9. SO-17: Residence Committee
 - a. Deleted BOD 2009-05-26
10. SO-18: Build SFU Project Committee
 - a. Deleted BOD 2013-07-04

Administrative Policies

1. AP-8: Canadian Federation of Students, National and BC Component Meetings
 - a. REF 2008-03-19, BOD 2008-04-16
2. AP-19: Elections
 - a. Replaced with Rule 17: BOD 2010-09-20
3. AP-21: Graduate Student Lounge
 - a. Deleted AGM 2007-10-10, BOD 2008-02-06, BOD 2008-04-16
4. AP-27: Referendum Campaigns
 - a. Amended BOD 2003-04-16, BOD 2008-04-30, BOD 2009-08-26
5. AP-35: Graduate Benefit Plan Appeals
 - a. Adopted BOD 2006-04-21, Deleted AGM 2007-10-10, BOD 2008-02-06, BOD 2008-04-16
6. AP-37: Newsletter
 - a. Adopted: 2008-04-16, Deleted: BOD 2014-08-05
7. AP-9: Payment by Check
 - a. Deleted: BOD 2015-01-07

Appendix 3: Suspensions History

1. R-3: Establishment and Revision of Administrative Policies
 - a. BOD 2009-07-08
 - b. Meeting only re: AP-2 approval
2. R-6: Executive Officers Duties, Responsibilities & Stipend Requirements
 - a. BOD 2009-05-26
 - b. Clauses 1.f & 2.a for 3 weeks commencing May 26, 2009, repeated 3 week suspension commencing July 8, 2009; amended and in force BOD 2009-07-29
3. R-7: Faculty and At-Large Representatives Board of Directors Duties, Responsibilities & Stipend Requirements
 - a. BOD 2009-05-26 Clauses 1.e & 2.a for 3 weeks commencing May 26, 2009, Repeated 3 week suspension commencing July 8, 2009; amended and in force BOD 2009-07-29
4. R-16: Remuneration of Elected Representatives
 - a. BOD 2009-04-22

- b. For the 2009-04-22 meeting only
- 5. R-17: Elections and Referenda
 - a. BOD 2009-04-22
 - b. For the 2009-04-22 meeting only; BOD 2011-02-22, section (c) and amended © to \$600 only for 2011-01 Referendum period.
- 6. SO-16: Remuneration Advisory Committee
 - a. BOD 2009-05-26
 - b. 3 weeks commencing May 26, 2009
 - c. Repeated 3 week suspension commencing July 8, 2009
- 7. AP 2: Access, Society Offices
 - a. BOD 2009-05-29
 - b. Clause 1.e to be reviewed by July 1, 2009, amended and in force BOD 2009-07-08
- 8. AP-7: Budget
 - a. BOD 2009-04-22
 - b. Section 5 only, pending Constitution and Policy Review Committee review
- 9. AP-13: Conference Funding
 - a. BOD 2009-04-22-09
 - b. For the 2009-2010 fiscal year
- 10. AP-14: Per Diem for Conferences and Meetings
 - a. BOD 2009-04-22
 - b. Pending Constitution and Policy Review Committee review.
 - c. Amended substantially BOD 2010-07-07
- 11. AP-19: Elections
 - a. BOD 2009-04-22
 - b. Section 1.b only pending Constitution and Policy Review Committee review; repealed BOD 2009-08-26
- 12. AP-30: Stipends
 - a. BOD 2009-05-26
 - b. Clauses 3 & 4, for 3 weeks commencing May 26, 2009,
 - c. Repeated 3 week suspension commencing July 8, 2009;
 - d. Amended and in force BOD 2009-07-29

NZH /CUPE 3338

BRIEFING NOTE

STUDENT ASSOCIATION GOVERNANCE MODELS ACROSS CANADA

BACKGROUND

There are many different governance models employed by non-profit boards. Below are a few different models that were common to multiple studies or reports:

Board management/workgroup/entrepreneurial model: The board performs the dual function of governance and staff work on behalf of the owners. Individually or in committees, board members take on all governance, management and operational tasks including strategic planning, bookkeeping, event planning, communications, and program planning and implementation. This model works if there are no paid staff and is common in younger organisations.

Governing board or constituent/representative model: The Board has total accountability for an organization, along with total authority over it, as owner-representatives on behalf of the owners (members). In this model there is a direct and clear link between the organization's board and its constituents. The constituents are usually represented on the governing board through a Board representative who participates in policy development and planning on their behalf. The board has cumulative responsibility for the organization and performs the work of ownership linkage, policy development, and performance monitoring. These boards typically range in size from about fifteen to over forty members and features centralized decision-making with decentralized input and it implicitly values stability in its operations. This model is currently employed by SFSS Student Council.

Policy Governance model: An integrated conceptual model of governance which produces owner accountable organisations with clear delineations of responsibilities of the Board and the Chief Executive Officer (CEO), designed by Dr. John Carver. The board role is one of stewardship on behalf of its communities. In order to fulfil this role, the board focuses on the vision, mission, values and strategic priorities of the organization, ensures responsiveness to community stakeholders and empowers staff to carry out the mission within established limitations. The CEO provides operational leadership in managing the organization to fulfil its mission. The board monitors and evaluates the CEO's performance according to its policies. The board governs the organization by articulating and documenting broad policies in four areas: ends, executive limitations, Board-CEO relationships and governing process. This model is currently employed by the SFSS Board of Directors.

Emergent cellular model: This new model is made up of a network of distributed networks and allows for greater innovation, flexibility, and quick turnaround. It has a Board that operates as a series of separate "cells", that work on individual projects or tasks in working groups or committees, and infrequently convene to share knowledge. Each "cell" provides expertise to guide the organisation and works best for organisations where the primary purpose is advocacy.

Advisory model: This model emphasises the helping and supportive role of the Board. The Board's role is primarily that of a trusted helper/advisor and they are recruited by the Executive Director or Chief

Executive Officer because they have a professional skill that the organisation needs but does not want to pay for; or because they are likely to be helpful in establishing the credibility of the organisation for fundraising and public relations purposes. This model presents problems as the Board is ultimately responsible for the organisation by law; a Board that is not willing to supervise its Executive Director/Chief Executive Officer where necessary is taking risks with its accountability. This model is more common in the for-profit sector.

Essentially, these different models can be classified into three main types: the traditional (working) board model, the Policy Governance model, and the advisory (driving the mission/vision only) board. Additionally, most boards in the non-profit sector today employ a “new hybrid” model that uses characteristics from a variety of these models to create the best governance structure for their organisation.

CURRENT STATUS

According to an independent report commissioned by a Queens University PhD student in 2015, most student associations in Canada are moving towards a Policy Governance model or hybrid model. Upon further examination, it appears that many student associations follow either the Policy Governance model, a governing Board model, or a hybrid model, as policies have been added over time by different boards with differing strategic objectives.

The following student associations adhere to a Policy Governance or a hybrid Policy Governance model:

1. **University of Victoria Students' Union (UVSS)** – UVSS is governed by a Board of Directors, with lead directors, directors at-large, and constituency group representatives. The Board of Directors policies include an “excluded personnel” section with executive limitations and board-management delegation. The Board also undertake some operational tasks which are clearly outlined in the policies (e.g. in “Clubs Policy”, the Board must ratify new clubs). Personnel or HR policies are not publicly available.
2. **Capilano Students' Union (CSU #1)** – CSU - CU is governed by a Board of Directors, with an Executive Committee. Separate “Internal Policies” govern staff, management and the Board on matters such as HR, health and safety, privacy, and labour relations. These policies are approved by the Board. Executive limitations (monitored through an Executive Limitations Committee) and board-management delegation for tasks such as communication with the workers' union are also outlined in the policies.
3. **UBC Alma Mater Society (AMS)** – The AMS is governed by a Board of Directors called the Student Council, with the majority of the work being undertaken by the Executive Committee of the Council in conjunction with non-elected staff. Through the by-laws, the Managing Director manages the operational aspects of the Society as determined by Council, and the President acts as the liaison between the Managing Director and Society. The Advisory Board for Business and Administration provides oversight and advisory support to the Council, Executives, and General Manager (it is unclear which member of staff this is). A report commissioned in 2016 and completed by MNP revealed that it is unclear to whom the General Manager reports, and committees often duplicate staff work. It is important to note that AMS owns and operates a

wide range of services, such as food services, and is one of few student associations in Canada to run these operations on such as large scale.

4. **BCIT Students' Association (BCITSA)** – BCITSA is governed by a Student Council, which is comprised of Councillors and the Executive (their legal Board of Directors). The Executive Director manages the senior management and unionised staff, and reports directly to the President, while staff's work supports the Council and Executive. Their personnel or HR policies are not publicly available, but the Privacy Policy is, which is enforced by the Executive Director and supported by the Director of Marketing and Communications (staff positions).
5. **Students' Union (SU) of University of Calgary (SU - C)** – The SU at U of C is governed by the Students' Legislative Council and is similar to the SFSS Board of Directors structures. The membership of operational committees includes staff as non-voting, quorate members of the committees (e.g. Policy Development and Review Committee including the General Manager). The Cabinet serves as the executive limitations committee in that it monitors the performance of the General Manager; however, it also makes recommendations regarding staffing and employment. Personnel policies applicable to staff are not available publicly.
6. **University of Alberta Students' Union (SU - A)** – This student union has an elected Student Council and Executive Council, the latter which also sits on the Student Council, forming the Board of Directors. The staff, through the direction of the "Core Management", assist in operations. While all policies are approved by the Executive Council, they are required to be reviewed by Core Management. Additionally, the policies delegate certain authorizations to staff (e.g. the Senior Manager, Marketing and Communications can "interact on social media" on behalf of the SU).
7. **University of Toronto Students' Union (UTSU)** – UTSU has a mixed Board of Directors, with Executive Committee members, members elected by colleges, members elected by professional faculties, and others. The Board approves both sets of policies, the Procedural Policies and the Operational Policies. The Operational Policies state that the Board of Directors has no authority over the matters of personnel and human resources, unless otherwise stated in a hiring policy. The General Manager is responsible for the implementation and adherence to all personnel/HR policies such as the health and safety policy and anti-harassment policy. The General Manager or designated staff also sit on Board Committees as ex-officio non-voting members.
8. **McMaster Students Union (MSU)** – The MSU is governed by the Student Representative Assembly (SRA), with Executive positions and councillor positions (elected by their constituencies). Further, the Executive Board is responsible for making day-to-day decisions as well as long-term operational planning, and is comprised of the Executives and 5 at-large SRA members, as well as non-voting staff (General Manager and others). MSU Operations Policies and MSU Workplace Policies cover personnel and employment policies, and the specific duties of different members of staff. Through these policies, staff are hired by the General Manager, other managers and/or coordinators, and the Board of Directors, and are responsible to the General Manager. Some staff are also authorized to be hired exclusively by coordinators, such as promotion staff and events staff.
9. **Western University Students Council (USC)** – The governance and operations structure at USC is somewhat unique, with four distinct groups: elected Board of Directors (responsible for operations), elected Student Council (responsible for representing and advocating for students,

elected by their constituencies), Executive of the Council that includes both elected and appointed (staff) members, and USC staff led by the Chief Operating Officer (COO). The COO reports to the President who sits on the Board of Directors, but the COO does not report to Council. The Policy Manual gives the authority of hiring and supervising the COO to the Board of Directors, through the President. The Policy Manual also outlines personnel policies for the Board, managers, and staff.

The following student associations adhere to a hybrid working board/governing board model:

1. **Thompson Rivers University Students' Union (TRUSU)** – TRUSU has a governance structure with a Board of Directors that is made up of executive members, constituency representatives, and committee representatives. The policies outline the stance on various issues and operational matters only. The Constitution and By-laws document outlines that the Board is responsible for the hiring and direction of staff. There are no policies covering employment or labour laws on the website; but it is possible that like other SAs, this is maintained internally.
2. **Concordia Students' Union (CSU #2)** – The CSU Board consists of an elected Council of Representatives and elected Executive. The Executives are all “Coordinators” and perform administrative duties, making this a working Board (outlined in their By-Laws). The Executive Coordinator also has the authority to exercise the duties of the Council, limited only by the policies, regulations, stances and resolutions of Council. Some of the services also employ paid staff that are not elected. There are no policies covering employment or labour laws on the website; but it is possible that like other SAs, this is maintained internally.

KEY CONSIDERATIONS

1. Different board governance models work best for different organisations. Newer organisations may benefit from a workgroup model, while older organisations that employ staff and a Board may need a more advance structure such as Policy Governance or a governing board/constituent representative model. The SFSS has existed for 53 years, making it one of the older student associations in B.C.
2. It is important to keep in mind that hybrid structures can be created to suit the needs of an organisation. Policy Governance best practices have been combined with governing board techniques for many student associations in Canada in order to deliver on member needs.
3. Many student associations employ professional staff (e.g. UBC AMS) but others have a working board or part-time student staff to fill these roles (e.g. CSU #2), or a hybrid of working Board and staff (e.g. SU - A). Staff are often unionised and perform specific operational and service job functions.

OPTIONS

1. Evaluate the current governance model (Policy Governance) against other governance models presented in this BN through performing a SWOT analysis.

2. Maintain the current governance structure without undertaking an analysis.

RECOMMENDATION

I would recommend Option #1.

NEXT STEPS

1. The governance model should be determined before any changes are made to the SFSS policies, as this model informs the entire governance structure of the organisation to which the policies support.
2. Isolate policies required by law, the Collective Agreement (CA), staff job descriptions, or the SFSS by-laws and work with staff to address governance needs against legislative and CA requirements.
3. Through Governance Committee, work with staff to update all other current policies and incorporate new policies based on the selected model of governance.

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