



# Minutes

Board Meeting - UVic Students' Society  
Monday April 10, 2017  
SUB Upper Lounge 6:00 pm

## ATTENDANCE

### Directors:

Kinakin, Armstrong, Shaed, Brown, Sangha, Haynes, Ngenda, Sheres, Palacio, Farboud, Musgrave, Hordiyuk, Thom, Tupper, Flipse

### Staff:

Johnson, Ewart, Robertson

## 1. CALL TO ORDER

Flipse called the meeting to order at 6:04pm.

## 2. ACKNOWLEDGEMENT OF TERRITORIES

Flipse acknowledged the territories.

## 3. ADOPTION OF AGENDA, ADOPTION OF MINUTES, DIRECTOR RATIFICATION

### a. Adoption of Agenda

#### i. Agenda of 2017/04/10

**MOTION TO ADOPT - MUSGRAVE/FARBOUD**

**AGENDA CARRIED**

### b. Adoption of Minutes

#### i. Executive Committee

-2017/03/07

-2017/03/15

-2017/03/22

-2017/03/29

-2017/04/05

**MOTION TO ADOPT - FARBOUD/BROWN**

**MOTION CARRIED**

#### ii. Board of Directors

-2017/03/13

-2017/03/20

**MOTION TO ADOPT - HAYNES/PALACIO**

**MOTION CARRIED**

**c. Director Ratification**

**MOTION 2017/04/10: 01 – FLIPSE/FARBOUD**

**BIRT** the Board accepts the resignation of Alexis Masur as the UVic Pride representative to the UVSS Board; and

**BIFRT** the Board ratifies Tareem Sangha as the interim UVic Pride representative to the UVSS Board.

**MOTION CARRIED**

**MOTION 2017/04/10: 02 – FLIPSE/MUSGRAVE**

**BIRT** the Board accepts the resignation of Lucy Hagos as the SOCC representative to the UVSS Board; and

**BIFRT** the Board ratifies Joy Ngenda as the SOCC representative to the UVSS Board.

**MOTION CARRIED**

**4. PRESENTATIONS, ANNOUNCEMENTS & REPORTS**

**a. PRESENTATIONS**

**i. Free Speech Club**

**MOTION 2017/01/09: A3 - KINAKIN/ROGERS**

**BIRT** the following 1 newly established club is ratified with funding in the amount of \$60.25 for the Spring 2017 semester:

1. Free Speech Club

Not present. Tabled.

**b. ANNOUNCEMENTS**

**c. REPORT – EXECUTIVE DIRECTOR**

Strategic Plan Implementation, Society Finances & Operations (BoD Policy 3.2.L)

**d. REPORT – DIRECTOR OF FINANCE & OPERATIONS**

Society Finances (BoD Policy 15.1)

**e. REPORTS – CONSTITUENCY ORGANIZATIONS & NSU**

- I. Pride
- II. The Third Space
- III. NSU
- IV. SOCC
- V. SSD

**f. REPORT – INTERNATIONAL STUDENTS RELATIONS REP**

**g. REPORTS – COMMITTEES, COUNCILS, WORKING GROUPS**

- I. Advocacy Council
- II. Campaigns
- III. Clubs Council
- IV. Course Union Council
- V. Electoral

- VI. Events
- VII. Executive
- VIII. Finance & Operations
- IX. Member Outreach & Engagement
- X. Policy Development
- XI. Risk Management Advisory
- XII. SUB Business Marketing
- XIII. SUB Occupants

5. QUESTION PERIOD (15 mins)

6. MAIN MOTIONS

a. PRIORITY BUSINESS

Kinakin requested an omnibus of Motions 3,4,5,6.

**OMNIBUS CARRIED**

**MOTION 2017/04/10: 03 – KINAKIN/**

**BIRT** the resignation of Tareem Sangha as the Pride advocacy council representative is accepted; and

**BIFRT** Maggie Mears is accepted as the new pride representative to Advocacy Council.

**CARRIED OMNIBUS**

**MOTION 2017/04/10: 04 – KINAKIN/**

**BIRT** the resignation of Macayla Yan as the SOCC advocacy council representative is accepted; and

**BIFRT** Josh Genda is accepted as the new SOCC representative to Advocacy Council.

**CARRIED OMNIBUS**

**MOTION 2017/04/10: 05 – KINAKIN/**

**BIRT** the UVic Surfrider Sub Chapter club is ratified as a new club without funding for the remainder of the Spring 2017 term.

**CARRIED OMNIBUS**

**MOTION 2017/04/10: 06 – KINAKIN/**

**BIRT** the Jubilee Bible Education Club is ratified as an established club without funding for the remainder of the Spring 2017 term.

**CARRIED OMNIBUS**

b. OLD BUSINESS

c. NEW BUSINESS

**MOTION 2017/04/10: 07 – KINAKIN/MUSGRAVE**

**BIRT** Clubs Policy is struck and replaced with the amended Clubs Policy attached to this agenda in Appendix A.

**MOTION CARRIED**

**RECOMMENDED BY POLICY DEVELOPMENT:  
MOTION 2017/04/10: 08 – FLIPSE/PALACIO**

**8.6 Student Fees – Collection, Allocation & Audits**

**b. Allocation**

- i. Collected fees are held in internal accounts for all levied groups. Groups that receive fees from the UVSS must not have external banks accounts. CFUV, The Martlet, VIPIRG, and PDU's are exempt.
- ii. All allocated fees are subject to use and oversight in accordance with the levied group's governing documents.
- iii. In order to receive their funding, Advocacy groups must report a semesterly budget and actuals to Advocacy council. **Advocacy Groups may not budget for consecutive semesterly accumulated deficits. The UVSS will not sign off on any cheque requisitions during the Fall or Winter semester when an advocacy group's financial accumulated deficit at the time is larger than the projected regular semesterly fees for the same semester. Regular semesterly fees include operating grant funding from the Constituency Control Account, but does not include joint constituency trust account funds allocated by Advocacy Council. In the case where a group has a net accumulated deficit, any requests for emergency funds can come to the Board for approval in advance of a cheque requisition.**
- iv. The Society must undertake an annual audit and appoint an auditor as per UVSS Bylaw 12.4 and the Societies Act of British Columbia.
- v. Levied groups that are not included in the Society's annual audit include:
  - CFUV
  - The Martlet
  - Vancouver Island Public Interest Research Group (VIPIRG)
  - Professional Development Unions
- vi. In order to receive their funding, ~~CFUV, The Martlet and VIPIRG~~ **Separately Incorporated Fee-Levied Groups** must provide UVSS with completed year-end ~~(April 30)~~ financial statements and tax returns on an annual basis. Their financial statements will be audited every five years at their expense and the results shall be provided to the Society. The Society may require an audit of these groups at any time outside of this schedule. In the case of an unanticipated audit requested by the Society, the Society shall pay the professional costs to perform the same. **Separately Incorporated Fee-Levied Groups may not budget for consecutive annual accumulated deficits.**
- vii. In order for Professional Development Unions (as classified in Bylaw 15.4) to receive their funding they must submit updated signing authorities, current budgets and actuals, current opening and closing bank statements, and updated Constitutions and Bylaws to the Director of Student Affairs and Executive Director. **Professional Development Unions may not budget for consecutive semesterly accumulated deficits.**

- viii. **In order to receive their funding, Affiliated Groups must report a semesterly budget and actuals to Finance and Operations Committee. Affiliated Groups may not budget for consecutive semesterly accumulated deficits. The UVSS will not sign off on any cheque requisitions during the Fall or Winter semester when an Affiliated Group's financial accumulated deficit at the time is larger than the projected regular semesterly fees for the same semester. In the case where an Affiliated Group has a net accumulated deficit, any requests for emergency funds can come to the Board for approval in advance of a cheque requisition.**
  
- ix. **Unless otherwise noted, in order to receive their funding, the remainder of the fee levied groups must submit their annual budget and previous year's actuals before each October.**

**AMENDMENT – TUPPER/MUSGRAVE**

**BIRT** “may not budget for consecutive semesterly accumulated deficits” is amended to read “may not budget for **THREE** consecutive semesterly accumulated deficits; and **BIFRT** additional professional development funds be allocated to Advocacy Groups for training in financial management and planning.

**AMENDMENT TO THE AMENDMENT – FLIPSE/FARBOUD**

Change to: **BIFRT** additional professional development funds be allocated to Advocacy Groups **AND AFFILIATED GROUPS** for training in financial management and planning.

**AMENDMENT TO THE AMENDMENT CARRIED**

**AMENDMENT CARRIED**

**AMENDMENT – SHAED/HAYNES**

This policy shall take effect on May 1, 2017.

**AMENDMENT CARRIED**

Tupper and Haynes request a roll call vote.

Flipse –in favour  
Tupper-in favour  
Nicholson-in favour  
Sheres-in favour  
Musgrave-in favour  
Farboud-in favour  
Palacio-in favour  
Armstrong-in favour  
Quitau-in favour  
Thom-in favour  
Ngenda-in favour  
Sangha-in favour  
Hordiyuk-in favour  
Haynes-in favour  
Brown-in favour  
Shaed-opposed  
Kinakin-in favour  
Zhang-in favour

**MOTION CARRIED**

**MOTION TO RECESS 15 MINUTES - TUPPER/MUSGRAVE  
MOTION FAILED**

Shaed requests an omnibus of Motions 9-17.  
Haynes pulls all motions from the omnibus.

**MOTION TO RECESS 5 MINUTES - SANGHA/PALACIO  
MOTION CARRIED**

**MOTION 2017/04/10: 09 - FLIPSE/PALACIO**

**BIRT** Board of Directors Policy, Section 3 - Operations, PART 1: STRATEGIC & ORGANIZATIONAL PLANNING is amended as follows:

**1.1 Preamble**

The Society shall develop **or renew** a strategic plan on an annual basis. **In addition to the strategic plan, annual business unit plans for the business units, cost-centre work plans for cost centres, and an annual a marketing and communications plan (component of strategic plan) shall also be developed or renewed on an annual basis.** ~~Annual renewal of~~

The strategic planning **process** shall ensure that:

- a. Resources are mobilized to meet the objectives and priorities of the current board.
- b. ~~Business plans (for the business units), work plans (for cost centres) and the marketing and communications plan align with the evolving perspectives of the Board of Directors.~~
- c. The current board, stakeholders, and members are ~~engaged and~~ actively involved in the strategic plan **and its supporting plans, business unit plans, and cost centre work plans,** at all phases.
- d. The Society is able to proactively ~~and strategically adapt~~ **respond to changes in the** external and internal environment. ~~changes.~~
- e. **The Board shall solicit input from all UVSS stakeholders, including members and staff, to ensure the strategic plan is adequately representative of the perspectives and values of stakeholders.**
- f. **Joint workshops are held with directors and staff to help operationalize the strategic plan through inter-department collaboration and goal setting.**

**Adopted BOD 2015/08/18  
Amended BOD 2016/04/18**

**MOVED TO 1.1**

**1.2 ~~Business Plans, Cost Centre Work Plans, and Marketing & Communications Plan~~**

~~In order to support the strategic plan and to ensure that all of the Society's resources are being effectively mobilized to support its goals, annual business plans for the business units, work plans for cost centres, and an annual marketing and communications plan (component of strategic plan) shall be developed.~~

**Adopted BOD 2015/08/18  
Amended BOD 2016/04/18**

### ~~1.3~~ 1.2 Process & Timeline

The annual renewal process for the Strategic Plan shall be a shared project between the outgoing board and the incoming board. The outgoing board shall conduct an environmental scan (with staff) including a SWOT analysis and ~~develop a draft plan for~~ **and provide that analysis to** the incoming board. The incoming board shall ~~complete the draft the plan,~~ develop **or update** strategic initiatives and success indicators, and consider a review of the Society's mission, vision, and values.

#### **MOVED TO 1.1**

~~The board shall solicit input from all UVSS stakeholders, including members and staff, to ensure the strategic plan is adequately representative of the perspectives and values all stakeholders. This includes:~~

- ~~a. Semesterly meetings with staff to report on the state of the Board's strategic initiatives and solicit feedback~~
- ~~b. A Strategic Planning open house for members and staff to contribute to the initial planning process, to be conducted within 6 weeks of the Board taking office.~~
- ~~c. Joint workshops with staff to help operationalize the strategic plan through business unit collaboration and goal setting.~~

**Adopted BOD 2015/08/18  
Amended BOD 2016/04/18**

### ~~1.4~~ **Timeline**

The following shall be completed no later than the dates listed below, within reason:

- |   |   |
|---|---|
| May 1                                   | Strategic planning training <b>at Board Orientation.</b> and initial goal-setting <del>— Incoming Board of Directors</del>  |
| May 31                                  | 1-2 Day strategic planning session.   |
| June 15                                 | Committee goals submitted to Finance & Operations Committee.  |
| June 15                                 | Strategic Plan <del>Open House</del> <b>Consultation</b> (staff, directors, members).   |
| June 30                                 | Strategic Plan adopted.   |
| July 31                                 | Annual business unit plans <b>and cost centre work plans</b> completed.   |
| <del>July 31</del>                      | <del>Annual work plans for cost centre department managers completed</del>  |
| <del>August 31</del>                    | <del>Report on strategic plan implementation to all staff, including feedback solicitation.</del>   |
| <del>August 31</del> <b>November 30</b> | <del>Executive Committee with the leadership and guidance of the Director of Finance and Operations, Executive Director, and General Manager, provide a detailed verbal and printed reports on the status of strategic plan implementation, business plan implementation, and society finances and operations</del> <b>at a joint meeting of directors and staff.</b> |

**November 30 Department managers report on the status of business unit plans and cost centre work plans at a department manager meeting.**

~~December 15 Report on strategic plan implementation to all staff, including feedback solicitation.~~

~~December 15 The Executive Committee, with the leadership and guidance of the Director of Finance and Operations, Executive Director, and General Manager, provide a detailed verbal and printed report on the status of strategic plan implementation, business plan implementation, and society finances and operations.~~

~~April 30 Report on strategic plan implementation to all staff, including feedback solicitation.~~

**April 30 Executive Committee provides a detailed verbal and printed report on the status of strategic plan implementation and society finances at a joint meeting of directors and staff.**

**April 30 Department managers report on the status of business unit plans and cost centre work plans at a department manager meeting.**

~~April 30 The Executive Committee, with the leadership and guidance of the Director of Finance and Operations, Executive Director, and General Manager, provide a detailed verbal and printed report on the status of strategic plan implementation, business plan implementation, and society finances and operations.~~

April 30 Environmental Scan (SWOT) - Outgoing Board of Directors  
**Adopted BOD 2015/08/18**  
**Amended BOD 2016/04/18**

#### **MOTION CARRIED**

#### **MOTION 2017/04/10: 10 - FLIPSE/SHAED**

**BIRT** Board of Directors Policy, Section 5 – Terms of Reference, 2.4 MEMBER OUTREACH & ENGAGEMENT COMMITTEE is amended as follows:

#### **4. Membership**

##### **Voting Members**

- a. Director of Outreach & University Relations - ex officio and chair of the committee
- b. One [1] director elected by the BoD – ex officio and second chair of the committee
- c. Director of Events - ex officio
- d. Director of Campaigns & Community Relations – ex officio
- e. Director of Finance and Operations – ex officio
- f. Director of Student Affairs – ex officio
- g. Director of International Student Relations – ex officio
- h. Three [3] directors elected by the BoD
- i. Two [2] members at large elected by the BoD

##### **Non-voting Members\***

- a. Research & Communications Manager - ex officio



- b. Member Outreach & Communications Officer - ex officio
- c. **Graphic Design Department Manager-Art Director – ex officio**
- d. **Digital Project Coordinator – ex officio**
- e. Executive Director - ex officio
- f. General Manager – ex officio

### **MOTION CARRIED**

#### **MOTION 2017/04/10: 11 - TUPPER/SHAED**

**BIRT** Board of Directors Policy, Section 5 – Terms of Reference 3.4 SUB BUSINESS MARKETING COMMITTEE is amended as follows:

### **3. Duties**

#### **Marketing & Brand Management**

- a. Ensure that marketing for the business units is planned, measured, consistent, and aligns with the Society's values and non-profit marketing principles.
- b. Develop policies and procedures related to marketing.
- c. Collaborate with department representatives to create integrated marketing communications initiatives for the UVSS as a whole.
- d. Develop opportunities for cross-promotion and shared marketing between business units.
- e. Ensure that the reputation of the business unit brands are managed and protected.
- f. Ensure that a consistent brand vision for the Student Union Building is incorporated into renovations.

#### **Planning**

- a. Develop the marketing component of the annual strategic plan.
- b. Identify strategic marketing issues or problems and map out strategies and tactics to address those issues over the course of the board term.
- c. Review targets and benchmarks to assess progress.
- d. Assign project leads and establish clear lines of responsibility.**
- e. Ensure that marketing initiatives support strategic plan objectives.

#### **Oversight**

- a. Provide advice and support to the business units in the following:
  - i. market research (including surveys, focus groups and data analysis);
  - ii. ~~department specific marketing and/or communication plans~~ **marketing component of business plans;**
  - iii. marketing and branding audits;
  - iv. branding briefs;
  - v. creative briefs;
  - vi. visual identity guides; and
  - vii. branding for renovations.
- b. Provide oversight, recommendations, and final approval on the following:
  - i. the development or redesign of business unit websites and logos;
  - ii. the rebranding of businesses (including renaming);
  - iii. the creation of any new social media accounts.

#### **Internal Communications**

- a. Collaborate with Personnel Committee, Executive Committee, and Finance & Operations Committee to establish best practices and procedures for internal communications.**
- b. Discuss how the Society can use internal communications as a tool improve staff**

**engagement, their abilities to make informed decisions, and empower them to be active advocates or brand ambassadors for the UVSS.**

- c. Encourage all levels of staff to be involved in the marketing process ~~including student staff, term staff, and permanent staff~~, including inviting interested parties to the committee when relevant.
- d. Provide a forum for business units to communicate marketing objectives to the Board and to the Graphic Design Department.

#### **Other Duties**

- a. At the first meeting of each semester, familiarize committee members with all policy relevant to the group, including its terms of reference, and conduct a review of policy for the purpose of providing recommendations to Policy Development Committee.
- b. Carry out all other duties as directed by the BoD.

#### **MOTION CARRIED**

##### **MOTION 2017/04/10: 12 - TUPPER/PALACIO**

**BIRT** Board of Directors Policy, Section 5 – Terms of Reference 3.9 U-PASS APPEALS COMMITTEE is amended as follows:

#### **g. Meetings**

- a. Shall meet at least once a ~~month~~ **semester** at date set by the chair of the committee or upon the call of the BoD.
- b. **The committee may agree to conduct consensus-based confidential deliberations via electronic communications. All members must be given a reasonable opportunity to participate. Where consensus cannot be reached on an appeal via digital communications, the appeal must be discussed in person at committee.**

#### **MOTION CARRIED**

##### **MOTION 2017/04/10: 13 - TUPPER/FARBOUD**

**BIRT** Board of Directors Policy, Section 5 – Terms of Reference, 3.3 HEALTH PLAN AND DENTAL PLAN APPEALS COMMITTEE is amended as follows:

#### **7. Meetings**

- a. Shall meet at the request of the chair or upon the call of the BoD.
- b. **The committee may agree to conduct consensus-based confidential deliberations via electronic communications. All members must be given a reasonable opportunity to participate. Where consensus cannot be reached on an appeal via digital communications, the appeal must be discussed in person at committee.**

#### **MOTION CARRIED**

##### **MOTION 2017/04/10: 14 - KINAKIN/PALACIO**

**BIRT** Board of Directors Policy, Section 5 – Terms of Reference, 2.11 PROFESSIONAL DEVELOPMENT UNION COUNCIL is amended as follows:

#### **7. Meetings**

- a. Shall meet at least once ~~a semester~~ **per year** at a date set by the chair of the committee or upon ~~the call of the BoD~~ **request of a PDU or the**

**Director of Student Affairs.**

**MOTION CARRIED**

**MOTION 2017/04/10: 15 - FLIPSE/SHAED**

BIRT Board Policy Section 3 - Operations, PART 4: POSTERING AND ADVERTISING is amended as follows:

**POSTERING & NOTICE BOARDS**

- 4.6. **Executive Committee shall oversee all content posted on chalkboards or notice boards in the Student Union Building that are dedicated solely to disseminate UVSS Board communications. Executive Committee shall consider all reasonable requests from advocacy groups and affiliated groups to post content on UVSS Board chalkboards or notice boards. Seven [7] days' notice is required for all requests. Any content that is posted without permission shall be removed.**

**MOTION CARRIED**

**MOTION 2017/04/10: 16 - KINAKIN/PALACIO**

BIRT Board Policy Section 3 – Operations, 5.2 Authorized Users to Rent SUB Space is amended as follows:

- a. **The following shall be considered UVSS users:**
- i. ~~UVSS and University Clubs~~
  - ii. ~~University of Victoria Athletic and Recreation Clubs~~
  - iii. Course Unions
  - iv. Professional Development Unions (PDU)
  - v. Constituency **Organizations** ~~Groups~~
  - vi. Native Students Union (NSU)
  - vii. ~~CFUV Community Radio~~
  - viii. ~~Vancouver Island Public Interest Research Group (VIPIRG)~~
  - ix. ~~Martlet~~
  - x. **Separately Incorporated Fee-Levied Groups**
  - xi. **Affiliated Groups**
  - xii. USW Local 2009
- b. **The following shall be considered non-UVSS users:**
- i. The University of Victoria
  - ii. **University of Victoria Athletic and Recreation Clubs**
  - iii. Non-University users

**MOTION CARRIED**

**MOTION 2017/04/10: 17 - KINAKIN/FARBOUD**

BIRT Board Policy Section 3 – Operations, 5.2 Authorized Users to Rent SUB Space is amended as follows:

**5.3 Terms of Rental**

- b. Booking Limitations of UVSS Users: With the exception of bookings made by UVSS divisions and the Board of Directors, the following regulations apply to UVSS users:
- i. Space bookings may be made no earlier than one month before term.

- ii. A single group may book no more than five dates falling in a month for tables in the SUB foyer or in the SUB courtyard. These five dates do not include those assigned during Week of Welcome or clubs or course union days.
- iii. Clubs, Course Unions and Professional Development Unions shall be able to book a multi-purpose room (Michele Pujol Room, Vertigo, SUB Upper lounge) free of charge to a maximum of ~~two times per room per month~~ **two times per month until the first day of the second month of the term, and four times per month after the first day of the second month of the term.**

**MOTION CARRIED**

**7. In Camera**

**a. Legal**

**b. Personnel Committee Report (BoD Policy Part 39.7.3.F)**

- i. **Voting Members & Ex Officio Non-voting** (directors & excluded managers)

**MOTION TO MOVE IN CAMERA - SHAED/ARMSTRONG  
MOTION CARRIED**

7:46pm

**MOTION TO MOVE OUT OF CAMERA - HAYNES/BROWN  
MOTION CARRIED**

8:33pm

**RECOMMENDED BY PERSONNEL COMMITTEE:**

**MOTION 2017/04/10: 18 - TUPPER/HORDIYUK**

**WHEREAS** the Union (United Steelworkers Local No. 2009) has conducted a vote and ratified the signed memorandum of agreement for changes to the existing collective agreement; therefore

**BIRT** the UVSS Board of Directors ratifies the signed memorandum of agreement for changes to the existing collective agreement between University of Victoria Students' Society and United Steelworkers Local No. 2009; and

**BIFRT** Personnel Committee be directed to sign the 2017-2020 Collective Agreement between University of Victoria Students' Society and United Steelworkers Local No. 2009.

**MOTION CARRIED**

- ii. **Voting Members** (directors only, no excluded managers)

**MOTION TO MOVE IN CAMERA - HAYNES/ARMSTRONG  
MOTION CARRIED**

8:34pm

**MOTION TO MOVE OUT OF CAMERA - HAYNES/SHAED  
MOTION CARRIED**

9:17pm

**RECOMMENDED BY PERSONNEL COMMITTEE:**

**MOTION 2017/04/10: 19 - TUPPER/ARMSTRONG**

**BIRT** the Board of Directors receive the 360 Performance Review of the General Manager and Executive Director conducted by Personnel Committee and Jouta Performance Group, and its associated recommendations; and

**BIFRT** the Board of Directors receive the Compensation Analysis for Excluded Management conducted by Jouta Performance Group, and its associated recommendations.

**MOTION CARRIED**

Kinakin requested an omnibus of the remaining motions.  
Tupper pulled Motion 20.

**RECOMMENDED BY PERSONNEL COMMITTEE:**

**MOTION 2017/04/10: 20 - TUPPER/SHAED**

**BIRT** The Board of Directors approve the changes to compensation for the General Manager and Executive Director as presented in camera as "Appendix A"; and

**BIFRT** "Appendix A" is entered into the minutes.

**AMENDMENT – TUPPER/SHAED**

Amend the title of the appendix to Appendix B because of the Clubs Policy Appendix A already attached.

**AMENDMENT CARRIED**

**MOTION CARRIED**

**RECOMMENDED BY PERSONNEL COMMITTEE:**

**MOTION 2017/04/10: 21 - TUPPER/**

**BIRT** Board of Directors Policy Section 1 - Board of Directors, PART 13: EXCLUDED PERSONNEL is amended as follows:

**13.2 Compensation**

**b. Salary Increases**

In keeping with the values of equitable compensation and workplace fairness, the Society may provide salary increases to excluded managers within a fiscal year which are reflective of and shall not exceed the increase in the current cost of living allowance (COLA).

~~Additional~~ Corrective adjustments ~~in addition to COLA to salaries~~ can be made if ~~there is a justifiable market correction required that is~~ **it is justified by the job market and is** supported by survey data provided by an independent compensation analyst **conducted within the last three years**. ~~Corrective adjustments to excluded personnel salaries must be supported by a majority vote of the Board.~~ The magnitude of the percentage increase shall be reflective of the manager's performance review. For example, in the case of an exceptional review, the Personnel Committee may consider ~~an percentage~~ increase that brings the individual to a salary leading the market. In the case of a performance review indicating underperformance, additional funding should be allotted to professional development instead of being allocated to a ~~market adjustment~~ salary increase.

**All changes to excluded management salaries shall follow the following process:**

- a. **Personnel Committee shall recommend changes to compensation which will be presented to the Board of Directors while in camera.**
- b. **While in camera, the Board of Directors shall review the most recent market analysis conducted by a third party and performance review.**
- c. **After the recommended changes to compensation are presented in camera, the chair of Personnel Committee shall motion that the Board of Directors approves the changes to compensation.**
- d. **The motion to approve the changes to compensation shall require the support of a majority of the Board of Directors present and voting.**
- e. **The changes to compensation shall be entered into the minutes as an appendix if the motion of the Board of Directors passes.**
- f. **If the changes to compensation are not approved, any record of the proposed changes shall remain confidential and shall not be ~~minuted~~ entered into the minutes.**
- g. **Except for in exceptional circumstances as detailed below, changes to excluded management salary shall only occur in March or April and will take effect in the fiscal year following the changes.**

In exceptional circumstances, **Personnel Committee may recommend a change in compensation to the Board of Directors when** ~~where~~ an excluded manager's existing job duties are altered or the volume of work increased. **This request must be accompanied with a change to the excluded manager's job description or the minutes of a motion which requested that an excluded manager take on additional duties.** ~~at the request of the Board of Directors, Motions for exceptional~~ additional compensation may be awarded, but must be supported by **shall require a two-thirds [2/3] majority vote at board meeting of the Board of Directors.** ~~with a minimum quorum of 14 directors. The chair of Personnel Committee is responsible for bringing forward these requests.~~

## **MOTION CARRIED OMNIBUS**

### **RECOMMENDED BY PERSONNEL COMMITTEE:**

**MOTION 2017/04/10: 22 - TUPPER/**

**BIRT Board of Directors Policy Section 1 - Board of Directors, PART 13: EXCLUDED PERSONNEL is amended as follows:**

#### **13.3 Benefits**

##### **a. Preamble**

The Society is committed to establishing and maintaining a competitive benefits package for excluded personnel, reflective of current market conditions. Benefits shall be determined by comparing to similar positions in the non-profit sector and the marketplace, as determined by survey data provided by an independent compensation analyst.

In keeping with the Society's stated intent to support fairness in compensation for all of its employees, the benefits package for excluded employees shall be comparable to benefits provided to permanent **unionized** employees. ~~Where a considerable disparity exists, the Personnel Committee shall develop a long-term multi-year strategy to align the benefits of both these groups, within reason and within the financial limitations of the Society.~~

**BIFRT** Board of Directors Policy Section 1 - Board of Directors, PART 13: EXCLUDED PERSONNEL is amended as follows:

**13.4 Vacation Entitlement & Office Holidays**

- a. Excluded personnel shall be entitled to 20 working days of vacation upon being hired. This shall increase by 1 working day per year of continuous service to a maximum of 31 working days. The entitlement shall be prorated when service is less than full-time.
- b. Excluded personnel may carry over a maximum of 10 unused vacation days at the end of the calendar year. Excluded personnel cannot be paid out for unused vacation days.
- c. When an excluded employee is on vacation and a paid general holiday occurs during that period, the holiday shall not count as a day of vacation.
- d. It is the responsibility of the Personnel Committee to ensure that excluded employees have the opportunity to take their basic vacation entitlement annually. The Personnel Committee shall ensure that vacation is scheduled consistent with work requirements, and whenever possible in response to an excluded employee's preferences for vacation periods.
- e. In the event of termination, vacation entitlement shall be calculated up to the final date of employment. The Personnel Committee shall determine whether any unused entitlement is granted as vacation days prior to the termination date or granted as pay in lieu. Where vacation used exceeds vacation entitlement on the date of termination, the employee shall pay back the value of the excess days.
- f. The Personnel Committee shall keep records of actual vacation days used by excluded employees, along with the dates of commencement and completion.
- g. Excluded employees shall be entitled to office holidays as observed in the Collective Agreement.
- ~~h. After two [2] years of service, excluded employees shall receive bi-weekly flex days. Excluded managers shall not take flex days on the same day.~~
- i. Excluded personnel should ensure that vacation does not overlap in a way that would substantially interfere with the normal functions of the University of Victoria Students' Society.

**Adopted BOD 1990/04/09**  
**Amended BOD 2015/04/20**  
**Amended BOD 2015/08/24**

**BIFRT** Board of Directors Policy Section 1 - Board of Directors, PART 13: EXCLUDED PERSONNEL is amended as follows:

**13.5 Leave**

- a. **Parental Leave**

For excluded personnel who are pregnant, or whose partner is pregnant, or who legally adopt a child, the society shall grant parental leave. A minimum of four (4) weeks notice is required by the society for parental leave to be granted. The length of leave shall be consistent with government legislation.

The Society shall grant excluded personnel ~~twenty percent (20%)~~ **fifty percent (50%)** of their pay for up to ~~seventeen (17)~~ **twenty-six (26)** weeks during parental leave.

**Adopted BOD 1990/04/09  
Amended BOD 2004/04/20**

**d. Excluded Management Personal Leave**

**Excluded management shall be entitled to personal leave with pay for the following reasons and corresponding lengths of time:**

- i. Employees marriage or formal partnership ceremony three (3) working days.**
- ii. Legal separation, divorce, or formal partnership separation one (1) working day.**
- iii. Serious household or domestic emergencies and household moves (with only one (1) day per calendar year used for a household move) two (2) working days.**
- iv. Child care of other child related responsibilities including and immediate family member or immediate family related responsibilities eight (8) working days.**
- v. Canadian citizenship leave one (1) working day**

**This policy should be updated from time to time to align it with the personal leave provided to permanent unionized staff. The Personnel Committee shall keep records of personal leave used by excluded employees.**

**BIFRT Board of Directors Policy Section 1 - Board of Directors, PART 13: EXCLUDED PERSONNEL is amended as follows:**

**13.6 Professional Development**

- d. Travel expenses, accommodation and per diems ~~shall not~~ **may** be charged against an excluded employee's annual professional development allocation **at the discretion of Personnel Committee.****
- e. Excluded employees ~~must~~ **are expected to** spend at least 35 hours on professional development per year.**

**Adopted BOD 1990/04/09  
Amended BOD 2015/04/20**

**BIFRT Board of Directors Policy Section 1 - Board of Directors, PART 13: EXCLUDED PERSONNEL is amended as follows:**

**13.8 Evaluation**



**b. Responsibility & Training**

- i. The Personnel Committee, under the leadership of the Director of Finance and Operations, shall ~~be responsible for conducting~~ **conduct** an ongoing annual performance review for the General Manager and the Executive Director.
- ii. All directors and SUB staff may submit information to the individual or group responsible for a position's evaluation at any time.
- iii. Members of the Personnel Committee shall be given training from an external professional within six weeks of being elected to the committee at the commencement of the board term. This training shall be in performance evaluation and the effective management of non-profit **excluded personnel**. ~~executive directors (re: excluded personnel - not elected student directors).~~

**c. Process & Timeline**

- i. Excluded personnel shall receive an annual performance review for the period of May 1 to April 30 of the following year. This shall be a full 360 review which shall collect feedback and input from all directors, staff, and stakeholders. The annual performance review process shall commence no later than July 1.
- ii. The internal review process shall follow the processes outlined in the UVSS Performance Program for Excluded Management.
- iii. The Personnel Committee shall meet monthly with excluded managers to ensure that their performance is aligned with their job descriptions, the strategic plan, and the priorities of the current Board.
- iv. The Personnel Committee shall give a report **and solicit input** on excluded managers' performance to the Board of Directors on a semesterly basis. Ideally these reports shall be given at the first board meetings in September and December, with a final summary review to be presented to the Board no later than the first board meeting in April.
- v. The General Manager and Executive Director shall give a detailed verbal report on the finances and operations of the Society to the Board of Directors on a semesterly basis. Ideally these reports shall coincide with the Personnel Committee's semesterly performance reports to the Board.
- vi. Every three years, an external performance and compensation review of excluded personnel shall be conducted. This shall be a full 360 review which shall collect feedback and input from all directors, staff, and stakeholders. External reviews must begin no later than January 15.

**MOTION CARRIED OMNIBUS**

**MOTION 2017/04/10: 23 - TUPPER/**

**BIRT** Board of Directors Policy, Section 5 – Terms of Reference 3.7 PERSONNEL COMMITTEE

**3.7 PERSONNEL COMMITTEE**

**3. Duties**

**Management of Excluded Personnel**

- a. Oversee all aspects of hiring, managing, and evaluating Excluded Personnel, including:
  - i. Ensure that excluded personnel shall receive an annual performance review for the period of May 1 to April 30 of the following year. This shall be a full 360 review which shall collect feedback and input from all directors, staff, and stakeholders. The annual performance review process shall commence no later than July 1.
  - ii. Review the performance of the General Manager and Executive Director against established objectives on a monthly basis.
  - iii. Provide semesterly reports to the Board of Directors on the performance of excluded personnel.
  - iv. Prepare an evaluation report for the BoD before the end of April each year and recommend any compensation adjustments.
  - v. Ensure that an independent/external compensation analysis is conducted for excluded positions every ~~two~~ **three** years.
  - vi. Ensure that an independent/external 360 performance review of excluded personnel happens at least once every three years.
  - vii. Annually review the Excluded Personnel Policy and Excluded Personnel job descriptions and make policy proposals as needed.
  - viii. Ensure that all members of Personnel Committee receive external training in non-profit management and effective management of non-profit Executive Directors (re: excluded personnel) within six weeks of being elected to the Personnel Committee at the beginning of the board term. Ensure that ongoing training in these key areas happens for the duration of the board term.

**Reporting and Consultation to the Board of Directors**

- a. Provide a report to the Board of Directors at each board meeting on personnel issues, Labour Management Committee meetings, and the activities and projects undertaken by Personnel Committee.
- b. Seek direction from the Board of Directors to advise excluded managers on addressing major personnel issues such as, but not limited to:
  - i. Unresolved Step 3 grievances that may proceed to arbitration
  - ii. The closing or restructuring of departments and business units due to technological change, organizational change, or complete termination of operations\*
  - iii. The creation of new unionized staff positions (Class 10 and above)
  - iv. The creation of new excluded manager positions or the elimination of current excluded manager positions

\*No department or business unit shall be either closed or restructured without a two-thirds majority vote of the Board.

**Duties of Voting Members**

- a. Advise Excluded Managers on addressing major personnel issues such as, but not limited to:
  - i. Collective bargaining
  - ii. Grievances (Step 1-3)
  - iii. Organizational and technological change
  - iv. The creation of new unionized staff positions (Class 1a to Class 12)
  - v. The elimination of current unionized staff positions (Class 1a to Class 12)
  - vi. Personnel management practices including hiring, evaluation and training
- b. **Maintain a publicly available list of the total annual salaries of all excluded managers and unionized employees class 13 and higher.**

#### **Duties of both Voting and Non-voting Members**

- a. Represent the Employer at Labour Management Committee
- b. **Represent the Employer at Employment Equity Committee.**
- c. **Ensure that the Employer is represented at Employment Equity Committee by at least one director who identifies as a person of colour, and indigenous person, a person with a disability, or LGBTQ+ as elected by the Board of Directors. It is not required that this director be a member of Personnel Committee to participate.**
- d. Ensure Board participation in hiring committees for key vacancies.
- e. Represent the Employer in negotiations with all bargaining units certified to represent UVSS staff during collective bargaining.
- f. Represent the Employer at the third level of the grievance process.
- g. At the first meeting of each semester, familiarize committee members with all policy relevant to the committee, including its terms of reference, and conduct a review of policy for the purpose of providing recommendations to Policy Development Committee.
- h. Carry out all other duties as directed by the BoD.

#### **MOTION CARRIED OMNIBUS**

#### **8. MEETING TIMES**

**The next meeting scheduled by the Board of Directors is:**  
Monday April 24, 2017 in the SUB Upper Lounge.

#### **9. ADJOURNMENT**

**MOTION TO ADJOURN - SHAED/BROWN**  
**MOTION CARRIED**

The meeting adjourned at 9:21pm.

#### **10. DIRECTOR REPORTS**

##### **Tupper:**

[For March 18<sup>th</sup>- April 8<sup>th</sup>, 2016]

Total hours: 60 [45 hours off en lieu]

Items accomplished:

- Interviewed with the Times Colonist RE: A&W
- Multiple Exec meetings
- Multiple personnel meetings
- Parking appeals

- . Next year's guide to Victoria working group
- . Work on excluded management policy
- . Policy development committees
- . Occupational Health and safety committee
- . Wrote policy
- . Took time off en-lieu to go check out NYU Law and get it sorted out for next year
- . UVic exec meeting
- . Excluded management compensation review
- . February statement review
- . Health and Dental plan work
- . Year-end report preparation

<b>Director At Large Board Reports</b>			
<b>Name</b>	<b>Hours</b>	<b>What You Did</b>	<b>Complete (Y/N)</b>
Alicia Armstrong	10.5	Personnel emails/tasks, office hours, excluded personnel review	Y
Catherine Musgrave	15.5	Office hours, cleaning, emails	Y

<b>Flipse:</b>		
<b>Date</b>	<b>Hours</b>	<b>Tasks</b>
Sat Mar 18	2	Emails, agenda
Mon Mar 20	10	Wall statement, meeting with Jon Derry, board meeting, Uvic handbook
Tues Mar 21	8	Parking appeals, SUB occupants, grad class, international fees working group, hiring committee
Wed Mar 22	6	Exec committee, grad expo, international student fees
Thurs Mar 23	8.5	Cheques, interview with TC, OAC
Fri Mar 24	2.5	Policy Development, interview
<b>Total</b>	<b>37</b>	
Mon Mar 27	5.5	NAMC policy feedback, international student fees
Tues Mar 28	4	BoG meeting, media feedback, international student fees
Wed Mar 29	6.5	Exec, radio interview, policy updates
Thurs Mar 30	7.5	Department managers, cheque signing, board orientation planning
Fri Mar 31	4	Emails, minutes
<b>Total</b>	<b>27.5</b>	(Pulled 7.5 hours from banked hours)
Sat April 1	5	Last Clash Bash
Mon April 3	2	Emails
Tues April 4	8	Grad class committee, international student fees, policy, grad class party setup

Wed April 5	8	Exec meeting, Uvic exec, SSD meeting, policy
Thurs April 6	6	Risk management, cheque signing, exec minutes
Fri April 7	6	PD, agenda, emails
Total	35	

**Nicholson:**

**Hours: 65**

- Attended meetings
- Tabled for Count on Our Vote
- Hosted Oak-Bay Gordon Head debate and all candidates fair
- Tabled for LGC @ Last Class Bash and Grad Party
- Planned volunteer appreciation dinner
- Worked on transition

**Quitau:**

March 20 –April 10, 2017

Hours worked: 90 (was on sick leave for 3 days)

Completed:

- Signed cheques
- Attended committees
- Cooperation with Vikes on Blue and Gold Blitz
- Attended Grad Class
  - o Helped facilitate grad party
- Working with campaigns for provincial election
- Attended SCART
- Tabled for grad class, brewology, and last clash bash
- Held provincial debate
- Held Brewology
- Held Last Clash Bash

Busy three weeks. Held all of our year-end events. Was able to put together a provincial candidates' debate with the BC Liberals in attendance. Tabled at Blue and Gold Blitz with Robert, handed out some swag and handbills. Brewology went well. Tabled a lot during the past three weeks for Grad class party, Brewology, and Last clash bash. Had some help from Blueprint promo team as well. Last Clash Bash was overall a success, a few hiccups here and there but most attendees had a good time. Always things we can learn moving forward though.

**11. APPENDIX B**

**Appendix B: Changes to Excluded Management Salary  
Recommended by Personnel Committee for approval by the Board of Directors**

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Methodology:

Personnel Committee prepared this proposal in accordance with Board of Directors Policy Part 13: Excluded Personnel. It was prepared with input from **Jouta Performance Group (Jouta)**. The following steps were taken to prepare this proposal:

- Personnel Committee conducted a comprehensive review of excluded management policy.

- Personnel Committee members reviewed past years documents surrounding excluded management at the UVSS. This includes but is not limited to submissions by USW 2009, past board motions, and previous agreements.
- **Jouta Performance Group** prepared a **Compensation Analysis** for excluded management which compared market salaries and presented recommendations on compensation to Personnel Committee.
- **Jouta Performance Group** conducted a **360 performance review** for both the General Manager and the Executive Director. This was considered by Personnel Committee in preparing the final report.
- Personnel Committee maintained open dialogue with both excluded managers and discussed their goals and performance reviews.

#### **Key Principles:**

Personnel Committee applied the following key principals in making its recommendations on changes to Excluded Management Salary:

- I. **Pay Equity between the General Manager and the Executive Director, and between excluded management and unionized staff**
- II. **Market-based** ensuring that excluded managers are paid at a salary that is comparable to similar positions in the market
- III. **Pay Fairness** in recognition that pay should be commensurate with work performed as well as the experience of the individual
- IV. **Consistency** in that consistency in excluded management is beneficial for the UVSS and students, and it is difficult and costly to train new management
- V. **Retention of talent** in recognition that an excluded manager who exceeds performance expectations should have a salary ahead of the market median to ensure retention
- VI. **Progressivity** in ensuring that the workplace environment should exemplify the progressive values of the UVSS

#### Jouta Compensation Analysis Results:

- Executive Director (ED):
  - i. The Executive Director's current salary is \$80,000
  - ii. Jouta found the average market salary for the ED to be \$89,648
  - iii. As the ED's salary is below the market median in all cases, Jouta recommended that the salary is brought up to market median by 2018 subject to strong performance reviews.
  - iv. Jouta recommends an immediate salary increase between 5% and 7.5% with a plan to bring the salary to market median in subsequent years
- General Manager (GM):
  - i. The General Manager's current salary is \$88,284 In preparing their report, Jouta was told the GM's salary was approximately \$88,800
  - ii. Jouta found the average market salary for the GM to be \$88,824
  - iii. As the GM's current salary is in line with the market median, adjustments to the GM's should reflect the Cost of Living Allowance and the result of performance reviews
  - iv. Jouta recommends an immediate salary increase between 2.1% and 3%

#### Additional Considerations:

- While the tenure of the individuals differs, both the Executive Director and General Manager have similar levels of authority and responsibility, while there are significant pay differences
- The average forecasted salary increase for managers of non-profits across Canada is 1.9%
- In the most recent collective agreement, Department Managers (class 13) received an increase of 1.14% in wages, 0.5% in RRSP, and significant additional benefits
- Currently, many benefits offered to excluded management do not align with the Collective Agreement nor do they embody progressive values
- The Health Spending Account provides additional health coverage for excluded management and their dependents and is currently set at \$1500 for the General Manager and \$1000 for the Executive Director

Objectives of Personnel Committee:

Personnel committee has the following objectives:

- Ensure both excluded managers are compensated at the market average or higher
- Work towards complete salary equity between the two excluded managers
- Work towards equity in the Health Spending Account
- Adopt progressive practices such as strong parental leave, childcare benefits, and health and dental coverage
- Reduce disparity between management and the union in both benefits and salary

Personnel Committee non-monetary benefit changes:

The following recommendations have been presented for approval to the Board of Directors separately. This appendix does not consist of approval or disapproval of the following benefit changes. Nonetheless, they are presented here for transparency and ease of access

- **The elimination of flex days-** previously, excluded managers received bi-weekly flex days after two years of service. This benefit is not extended to unionized staff members. While flex days have been eliminated, it is understood that the excluded managers will retain a reasonable degree of flexibility in their schedules
- **The synchronization of personal leave with the collective agreement-** the excluded management will receive the same personal leave entitlement for items such as childcare or domestic emergencies as unionized employees.
- **Better parental leave-** The UVSS previously offered a very disappointing parental leave package for excluded management. Personnel committee has recommended increased parental leave to 50% of pay for up to 26 weeks, which still lags the parental leave of the UVSS' unionized employees.

Personnel Committee Salary Recommendations:

- **Executive Director:**
  - A salary increase of \$4,800 (6%)
  - An increase in the annual amount allocated to the Health Spending Account of \$750, bringing the total amount to \$1750
  - A recommendation for next year's personnel committee to consider a similar increase to bring the Executive Director to the market average
- **General Manager:**
  - A salary increase of \$1,600 (1.8%)
  - An increase in the annual amount allocated to the Health Spending Account of \$500, bringing the total amount to \$2000

**THE UNIVERSITY OF VICTORIA STUDENTS' SOCIETY**

\_\_\_\_\_  
Director of Finance and Operations

\_\_\_\_\_  
Director

\_\_\_\_\_  
Director

\_\_\_\_\_  
General Manager

\_\_\_\_\_  
Executive Director