

VIA E-MAIL

Date: December 11, 2022

To: University of Victoria Students' Society Board of Directors

From: Cruz Advisors (Martin Cruz, GSP, MPA & Brittany Lausen, BBA)

RE: Environmental Scan Governance Review – Findings

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## **EXECUTIVE SUMMARY**

Cruz Advisors conducted an environmental scan of 20 Canadian student organizations from across all provinces, except for Quebec. This task is part of Cruz Advisors' deliverables for the governance review. The purpose of this research is to compare the University of Victoria Students' Society's ("UVSS") governance structure with other student organizations.

The information presented is intended to be used as a benchmark for Cruz Advisors' recommendations pertaining to UVSS governance structure. It is **not** intended to criticize UVSS or any of the researched student organization. The information presented is simply to educate on what structures exist within the same type of industry and what practices could potentially be borrowed for the UVSS. This report does not contain any recommendations.

## **BACKGROUND**

Cruz Advisors is tasked to complete an environmental scan as part of its project deliverable for the governance review. Conducting an environmental scan is a critical part of the review to compare the UVSS' current governance structure with other Canadian student organizations. The findings could potentially be used as a rationale to Cruz Advisors' recommendations along with the Findings (Task #1) and the EDI Analysis (Task #2).

## **ANALYSIS**

This part of the report is divided into three parts:

- The first part outlines the chosen student organizations that were researched;
  - The second part focuses on the method conducted to present the information;
- and

- The third part outlines the findings and comparative notes between the researched student organization and the UVSS.

*Part I: Researched Student Organizations*

Cruz Advisors conducted an environmental scan of 20 undergraduate post-secondary student organizations. Student organizations were chosen based on their membership size and comprehensive university status<sup>1</sup>.

At least one student organization is chosen from every Canadian province, except from Quebec as Quebecois post-secondary institutions operate differently than the rest of Canada. Comparing UVSS with a student society from Quebec would not provide sufficient information for the purpose of this governance review. They have different legislations, use of case law, and governance structures.

The location breakdown is as follows:

Province	Institution
Ontario	1. Waterloo University
	2. University of Guelph
	3. Brock University
	4. Wilfred Laurier University
	5. University of Ottawa
Newfoundland and Labrador	6. Memorial University
New Brunswick	7. Mount Allison University
	8. University of New Brunswick
Prince Edward Island	9. University of Prince Edward Island
Nova Scotia	10. Saint Mary's University

<sup>1</sup> Comprehensive Universities primarily educate students to help with the local economy. The teaching focuses on theoretical and hand-on work. There is little to minimal research conducted in these institutions.

Manitoba	11. Brandon University
Saskatchewan	12. University of Regina
Alberta	13. University of Alberta
	14. University of Calgary
	15. University of Lethbridge
	16. Mount Royal University
British Columbia	17. Vancouver Island University
	18. University of British Columbia
	19. Simon Fraser University
	20. Capilano University

No student organization was directly contacted. The information presented in this research is pulled from what is publicly available. Cruz Advisors researched 20 student organizations to ensure there is enough information gathered in absence of one-on-one interviews with student organizations. Note that not a lot of student organizations are as transparent with their documents or have enough staff to update their web pages in a timely manner.

### *Part II: Comparative Analysis*

To analyze the information collected from research, Cruz Advisors used comparative analysis to generate the findings listed under Part III. As discussed in the EDI Report, comparative analysis is used to compare two or more different ideas to gain a better understanding of the causal processes involved in the creation of an event, feature, or relationship.<sup>2</sup> This method of analysis allowed Cruz Advisors to demonstrate the differences and similarities between the UVSS and the researched student organization.

### *Part III: Findings*

Quite a bit of information was collected from research. In general, majority of the student organizations had a President and varying number of Vice Presidents (between

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<sup>2</sup> Adiya, M. and A. W. Comparative Research. *Rural Development Institute, Brandon University*. <https://www.brandonu.ca/rdi/files/2017/07/RDI-Comparative-Research.pdf>

three to seven). Majority of the organizations have faculty-based representatives as the basis for their boards or councils (equivalent of the highest governing body).

Based on the budget documents that were researched, most of the student leaders within the capacity as a “Lead” or “Executive” are paid a salary. Variety of benefits are offered including childcare reimbursement, transportation allowances such as bus passes, cellphone allowance, tuition payment or tuition reimbursement, parking, professional development, and health benefits.

Staffing is also inconsistent. There was a mix between those who are using the one-employee model along with multiple staff reporting directly to the governing body or the Executives.

### 1. **Waterloo University Students’ Association (“WUSA”)**

The WUSA serves a student population of more than 36,000 undergraduate students and has an operating budget of \$10.5 million.

The WUSA is represented by the Board of Directors, consisting of 13 directors elected by the membership (11 Directors-at-Large, President, and Vice President). The directors are **not** elected based on faculty representation. However, s. 6.02 of WUSA’s Bylaw indicates that if a greater number of candidates run for the director offices than open offices, offices will first be filled by the candidate from each faculty who receives the most votes. Any remaining offices shall be filled by the remaining candidates who receive the most votes, regardless of their associated faculty.

The Board of Directors is responsible for overseeing the operations and management decisions relating to the legal, financial, human resources, high-level organizational strategy, and long-range planning. The WUSA recently underwent a governance review. As a result, the President now serves as the Chair of the Board of Director. This review also resulted in the elimination of the Vice President Operations & Finance, Vice President Student Life, and Vice President Education positions. The review also called for the budget to be compiled by the Finance Officer and Executive Director, both of which are full-time staff positions.

Elected representatives on the Board of Directors work approximately 10 hours and are paid an honorarium. The Board of Directors has one staff member, the Executive Director, who is responsible for the direction of the staff. The Board has 11 internal committees, largely related to working with the institution on academic matters, and working on Equity, Diversity, and Inclusion (“EDI”) related issues.

There are two committees related to organization finances. These are the Finance Committee and the Internal Funding Committee. The Finance Committee monitors, evaluates, advises, and makes recommendations to the Board with matters related to significant financial matters and policies of the corporation. The Internal Funding Committee, on the other hand, provides guidance on the administration of the Equity, Opportunity, and Innovation Fund, the Special Projects Fund, and Student Life Endowment Fund. There are no operational board committees.

## **2. University of Guelph's Central Students' Association ("CSA")**

The CSA serves a student population of more than 30,040 undergraduate students and has an operating budget of \$1.825 million.

The Board of Directors, composed of 35 individuals that are elected and appointed, manages the affairs of the CSA. There are two elected students representing one of the University's Colleges (also known as Faculties). In addition, there is one student appointed for each College to serve as the College's government representative on the Board of Directors. These seven College government representatives are elected through a recognized internal election process and then appointed to the Board of Directors. Additionally, there are ten student organization representatives appointed from the following student organizations: Aboriginal Student Association, Guelph Black Student Association, Guelph Queer Equality, Guelph Resource Centre for Gender Empowerment and Diversity, International Student Organization, Interhall Council, Guelph Campus Co-op, Ontario Public Interest Research Group, Student Senate Caucus, and Board of Governors.

The CSA Executive consists of the President, who is the executive supervisor for all CSA full-time staff, and three Vice Presidents. The CSA Executive works full time and is paid a salary of approximately \$29,240, based on a minimum 37-per-hour work week.

The CSA does not have a singular staff that all other staff reports to. Instead, the Executive works closely with the Business Manager on business and financial related topics. On the other hand, the Board of Directors strikes a hiring committee for Human Resources matters, consisting of either the Office Manager, Policy & Transition Manager, and/or member of the Executive Committee, and one member of the Board.

The CSA Board has 16 committees related to topics on EDI, organization operations, advocacy goals, and student supports.

### 3. Brock University Students' Union ("BUSU")

The BUSU serves a student population of more than 19,000 undergraduate students and has an operating budget of approximately \$2 million.

The BUSU Executive Committee is made up of the President, Vice President External Advocacy, Vice President Finance and Administration, and Vice President Student Services. The Executives are full-time salaried employees of the organization earning approximately \$28,000 annually.

The Board of Directors is made up of 12 voting members and an ex-officio member consisting of the President, two of the Vice Presidents (elected by resolution of Brock University Students' Administrative Council), the General Manager (who is the ex-officio), and seven directors-at-large. Four of the seven directors-at-large are elected for two-year terms, and the remaining three directors-at-large positions are elected for one-year terms.

In addition to the Board of Directors, the BUSU also has the Brock University Students' Administrative Council ("BUSAC"). The BUSAC is a branch of student government within BUSU and is an electoral body that governs over decisions such as club funding, capital requests, political policies, elections and has many committees. It acts as an arm's length oversight committee of the Board of Directors. BUSAC is composed of representatives from one of the six academic departments of Brock University. In addition, there are 16 elected at-large student representatives. The General Manager, as ex-officio, and Executives, as voting, also sit on the Board. The Graduate Students' Association (ex-officio), International Students' Association, Residence, and Goodman Business Students Association elect students to sit on BUSAC. The BUSAC meets only four times per year.

BUSAC has five standing committees: Elections and Referenda Committee, Clubs Policy Committee, Vice President Finance and Administration Advisory Committee, Vice President External Affairs Advisory Committee, and Vice President Student Services Advisory Committee. The committees are either governance and/or an advisory committee to a Vice President.

The General Manager is responsible for the organization's day-to-day financial operations and keeping employment records. The General Manager reports to the Executive Council but is fully and finally accountable to the Board of Directors as the most senior-level employee. The General Manager is responsible for the supervision and management of personnel, hiring, dismissal, and salary review of all staff. The

BUSU has unionized staff within their organization. The General Manager and one member of the Executive negotiate all labour contracts.

#### 4. **Wilfrid Laurier University Students' Union ("WLU Students' Union")**

The WLU Students' Union serves a student population of approximately 20,940 undergraduate students and has an operating budget of \$12.1 million. WLU Students' Union is unique in that its structure is based on the two University campuses, one in Waterloo, and the other in Brantford.

The Board of Directors is made up of 12 directors elected by its members. A minimum of two positions are required to be from each campus. The remaining positions can be from either campus. The directors are **not** elected based on faculty representation.

The Executive Leadership Team, also members of the Board, is made up of the following positions: President & CEO, Vice President Clubs & Associations, Associate Vice President ("AVP") Clubs & Associations Waterloo, AVP Clubs & Associations Brantford, Vice President Financial & Volunteer Operations, AVP Volunteer Operations Waterloo, AVP Volunteer Operations Brantford, Vice President Student Services Waterloo, AVP Programming Waterloo, Vice President Programming & Services Brantford, Operation Programming Facilitator, and Vice President Government & Stakeholder Relations. The President and the Vice Presidents are located at the main campus in Waterloo, while the AVPs are based in both Waterloo Campus and Brantford Campus.

The WLU Students' Union has three Officers: The Chief Governance Officer, who shall serve as Chair of the Board; the Chief Executive Officer, who shall serve as President; and the Chief Operating Officer, who shall serve as Executive Director. The Executive Director is the lead full-time staff. The President's salary is approximately \$50,000 annually and the Vice Presidents earn approximately \$40,000 annually. The budget line for honorarium is \$24,098.66 for the 2022/2023 academic year. This works out to be approximately \$2,000 per director. No information can be found pertaining to AVP salaries.

The WLU Students' Union has three standing committees: Ownership Linkage, Finance, and General Meeting and Election Appeals. The committees of the Board are related to governance. The Finance Committee can provide recommendations but has no authority to ratify any changes to policy. The Ownership Linkage Committee brings recommendations to the Board relating to public presence on campus.

The WLU Students' Union utilizes the Policy Governance Model to structure their policies. Cruz Advisors did not research minutes to determine if all principles of the Policy Governance are adhered to.

#### **5. University of Ottawa Students' Union ("UOSU")**

The UOSU serves a student population of more than 42,000 undergraduate students and has an operating budget of approximately \$10.5 million.

The UOSU has seven elected Executive positions: President, Operations Commissioner, Advocacy Commissioner, Equity Commissioner, Francophone Affairs Commissioner, Student Life Commissioner, and the Clubs and Services Commissioner. Each Executive is required to work no less than 37.5 hours per week. Executive salaries are established in their Constitution, along with the calculation, which equates to about \$34,125 a year for each Executive. Salaries are also dependent on meeting attendance, submission of accurate timesheets, and the completion of a comprehensive transition report.

The UOSU Board is composed of 22 elected faculty directors, an Indigenous Director, and a director representing special students. The UOSU has 12 board committees relating to advocacy, EDI, elections, student life, and finances. The Finance Committee reviews the work of the Operations Commissioner, as well as prepares and presents the annual budget. There are no staff on the committee. The Executive Committee directs and manages the day-to-day operations of the UOSU, directs and manages the staff, human resources, and is the representing body for the organization.

The General Manager is the chief administrator for the UOSU and ensures that the organization operates according to the priorities determined by the Executives. The General Manager has the authority to discipline staff as appropriate, but does not hire, promote, or terminate staff without the approval of the Operations Commissioner and the President.

#### **6. Memorial University Students' Union ("MUSU")**

Memorial University's student population is similar or close to the University of Victoria. MUSU caters to 19,429 members. Unfortunately, MUSU's budget is unavailable. No attempt was made to receive a copy.

Their Board of Directors is composed of 38 elected officials, based on faculty-based representatives, constituency directors, and executive directors. The faculty members



represent most of the students. However, two faculties, the Marine Institute and the School of Arctic and Subarctic Studies, are not listed within their Bylaw. The latter was recently established in 2020 and has not been represented on the Board, as per MUSU's Bylaw. This is a disadvantage of faculty-based representation.

There are 15 constituency directors which are similar to UVSS Advocacy Representatives. The constituency directors, on the other hand, are elected directly by the students. Members who self-identify as a member of that constituency may cast a ballot for that position. In addition to the socially focused positions, the MUSU also has a constituency director specific for students with an undeclared program.

The MUSU has five elected Executive Directors. They are the Executive Directors of Campaigns, Finances and Services, Advocacy, Student Life, and External Affairs, Communications and Research. The Executive Directors are expected to work 35 hours/week during Fall, Winter, and Spring semesters. At the start of their term, the Executive Committee elected a Chair. They have specific tasks as per the portfolio of the office they hold.

Committee wise, the MUSU has eight. One of them is a workgroup specific to the organization's campus pub. This workgroup is chaired by the Executive Director of Finance. The rest of the committees are governance based or focus on ownership linkage. This includes committees on policy review, membership engagement, and finance and services.

It is also unknown whether the MUSU only has one staff reporting to its Board.

## **7. Mount Allison Students' Union ("MASU")**

MASU has about 2,663 members and has a budget of \$1,735,682 as per their 2022-2023 budget. It is significantly smaller than the UVSS, but based on their website, it strives to "do more with less" with three full-time staff.

MASU's Council is composed of 18 elected individuals. There are six faculty representatives, two from each of the existing Mount Allison faculties, and there are six non-faculty representatives. The non-faculty representatives represent specific constituencies such as the Indigenous students, international students, etc. Furthermore, there are two at-large positions on Council. Faculty representatives receive \$600 per year, whereas the non-faculty representatives receive \$450 per year. Faculty representatives and non-faculty representatives are elected by the members.

There are six members of the Executives: President, Vice Presidents Academic & University Affairs, External Affairs, Student Life, Finance & Governance, and Communications & Marketing. The latter two are non-voting members of Council because they are hired and not elected.

The President is expected to work 35 hours per week during the summer months and is expected to cut back to 17.5 hours per week when classes commence. The President's salary is \$18,375 per year. The Vice Presidents, on the other hand, are expected to work for 25 hours per week during the summer and are expected to cut back to 15 hours per week when classes commence in the Fall. The Vice Presidents receive \$14,400 per year for salary.

The MASU has nine committees. Seven of the nine committees are governance or ownership linkage focused. The two operational committees are the Sustainability Committee as well as the Entertainment Committee. These two are management functions that can be completed by the MASU employees.

The MASU has a General Manager that oversees two full-time staff: the Office Manager and the Insurance Plan Administrator. There are also 21 part-time staff. It is uncertain who the part-time employees report to.

#### **8. University of New Brunswick Students' Union ("UNB Students' Union")**

The UNB Students' Union has around 7,946 members with a budget of \$2,301,760 as per their 2022-2023 budget.

Governance wise, there are a total of 35 voting individuals for the UNB Students' Union Council. It is composed of Executive Councillors, faculty representatives, and non-faculty representatives. There are eleven faculty representatives, with one representative per faculty. There are also eleven non-faculty representatives, all are socially focused positions, with the exception of the first-year representative. All members are elected directly by the members of the organization. UNB Students' Union budgeted \$13,500 for Council Honorarium for 2022-2023. This means each member of Council, except for the Executive Councillors, will receive \$613.64 each for the year.

The Executive Councillors are the President, Vice Presidents of Communications, Academic, Events and Services, Student Wellness, Research and Policy, and Finance and Operations. During the Fall and Winter Semesters, the President is expected to work a total of 37.5 hours per week, while the Vice Presidents work part-time at 15 hours per week. During the summer, all are expected to work 37.5 hours.

Based on the 2022-2023 budget, the President receives a salary of \$38,200 annually, while the Vice Presidents receive \$12,800 during the summer and \$9,600 when their hours have decreased when classes are in effect.

The UNB Students' Union has 14 committees, most of which are operational in nature. Examples of operational committees focus on orientation and clubs & societies. Some are governance-focused committees or are a regular function of a student organization. The rest are typical functions of a student organization that are probably a part of the history of UNB Students' Union, such as the Senate Committee. This committee discusses institutional issues that relate to the Senate.

The UNB Students' Union does not have a one-employee model. The President oversees the performance of the General Manager. The Vice Presidents oversee staff specific to their portfolios.

#### **9. University of Prince Edward Island Students' Union ("UPEISU")**

There are 5164 FTE based on the University's Enrolment numbers in 2022. The UPEISU has a budget of \$1,097,750 as per their 2022-2023 budget.

Council is composed of faculty representatives and non-faculty representatives that represent one of the ten constituency groups listed within the Union Bylaw. Each faculty representative represents 800 members. The University's website, UPEISU's Bylaw, and the organization's website do not match on which students are represented within Council. For instance, the organization's website does not state whether there is a faculty representative for the Faculty of Climate Change. Furthermore, it is uncertain whether the Indigenous representative represents the Indigenous student population or the Faculty of Indigenous Studies. Again, this is a disadvantage of basing representation on faculties. The organization must review its structure on an annual basis and whether it is in alignment with the structure of the institution.

There are four members of the Executives for the UPEISU. This is composed of the President and Vice Presidents Academic & External, Student Life, and Finance & Administration. The Vice President Finance & Administration is hired by Council and is not elected by the students. It is an assumption that this position also votes on Council, but this is not clearly stated within their governing documents.

The President works for 35 hours per week during the summer months and scales back to 25 hours per week during the academic year. The President receives \$28,860 per

year based on the 2022-2023 budget. On the other hand, the Vice Presidents are expected to work 15 hours per week during the academic year and receive \$22,925 each for the year based on the 2022-2023 budget.

The UPEISU has 15 committees. Nine of the committees were deemed operational, while five are deemed governance or proper use of committees for ownership linkage. One is the judicial body of Council, the Appeal Board Committee.

The UPEISU does not operate within the one-employee model. The General Manager oversees the majority of the staff, but some staff report directly to the Vice Presidents. The Bylaw also states that Council is responsible for overseeing the full-time staff.

#### **10. Saint Mary's University Students' Association ("SMUSA")**

The SMUSA serves a student population of more than 6,795 undergraduate students and has an operating budget of approximately \$3.5 million.

The Board of Directors is composed of nine directors that are elected at large and the six executive positions: President & CEO, Vice President Advocacy, Vice President Academic, Director Societies & Outreach, Director Events & Engagement, and Director Digital Communications & Marketing.

Standing committees of the Board are the Elections Committee, Human Resources and Governance Committee, Finance Committee, and Society Committee. The Finance Committee provides oversight of the organization's budget and ensures the annual audit is presented to the Board of Directors. This is a non-operational committee as it has no role in creation or establishing the budget. The Human Resource and Governance Committee is responsible for ensuring that the human resource practices are aligned with required legislation, ensuring that vacant positions are made available to all individuals applying, reviewing Board honorariums and compensation for the President and full-time employees, and all policies and issues related to the Association's governance and employees. The Elections Committee operates at arm's length from the Board to separate the Board from the election process. The Election Committee oversees the governance of the Association's election process.

The SMUS's General Manager is the senior full-time employee. The General Manager acts as the policy and financial advisor, administrator of daily operations and planner of long-range objectives. The General Manager reports directly to the President & CEO of the organization.

## 11. Brandon University Student Union

The Brandon University Students' Union serves a student population of more than 2,811 undergraduate students and has an operating budget of approximately \$357,525. It is a significantly smaller organization than the UVSS; however, it is included in this report to give an example of how a smaller student organization operates.

The Board of Directors includes the Executives which is composed of the President, Vice President Operations, and Vice President Engagement. It also includes one Director from the following Faculties: Arts, Science, Health Studies, Education, and Music. Additionally, one Director from each of the constituency groups, and a Residence Director.

There are nine constituency groups at Brandon University and students self-identify to be a member of a group. The President is also the Chairperson unless otherwise indicated by the Board. The President and the Vice Presidents are part-time members of Council and are restricted to take a maximum of 12 credit hours in Fall/Winter term. The President is paid on a bi-weekly basis with a base amount of \$20,390.98. The Vice Presidents are paid on a bi-weekly basis with a base amount of \$14,272.69. It is also stated in the requirements of the Executives that they are available during the day, evening, and most weekends for BUSU, student or University related activities.

The BUSU has three standing committees: the Executive Committee; the Finance and Services Committee; and the Student Clubs, Activities, & Campaigns Committee (SCAC). The Finance and Services Committee is an operational committee where the presentation and approval of the budget happens, capital planning, and review of the Health & Dental plan. The SCAC is responsible for the allocation of funding for student clubs, examining proposed initiatives and campaigns, planning events and activities related to DEI. The SCAC is not an operational or a governance committee, but related to EDI and student engagement.

Hiring at BUSU is approved by the Executive Committee, ratified by the full Board, and signed by the Executive Director. The BUSU has a tiered system of staff benefit and compensation level divided into three classes: Class A, B, and C. Hiring of Class A and B employees are undertaken by the Executive Committee. The other employee classes are hired by the Executive Director. The Executive Director sits on all standing committees of the organization as an ex-officio member.

## **12. University of Regina Students' Union ("URSU")**

The University of Regina Students' Union serves a student population of more than 16,000 undergraduate students and has an operating budget of approximately \$6 million.

The URSU Executives is composed of the President, Vice President Operations and Finance, Vice President Student Affairs, and Vice President External Affairs. The Executives are required to work on a full-time basis.

The Board of Directors consists of the Executive Committee and one representative from the constituencies of the following student associations: Faculty of Arts, Faculty of Business Administration, Faculty of Education, Faculty of Engineering, Faculty of Media, Art, and Performance, Faculty of Graduate Studies and Research, Faculty of Kinesiology and Health Studies, Faculty of Nursing, Faculty of Science, Faculty of Social Work, Campion College, Luther College, Part-Time Students, First Nations University of Canada, Women Students, Indigenous Students, International Students, Students with Disabilities, La Cité universitaire francophone, LGBTQ Students, Continuing Education Students, Equity and Campaigns.

The General Manager reports to the President, while the rest of the staff report to the General Manager. The President reports to the Executive Committee, and the Executive Committee reports to the Board of Directors.

## **13. University of Alberta Students' Union ("UASU")**

The UASU serves a student population of approximately 40,000 undergraduate students and has an operating budget of \$14.5 million.

The UASU has a Council of 32 faculty representatives. The distribution of those 32 representative positions is determined by population size of each faculty within the institution. The UASU's Executives form the representing body of the organization. They have five Executive positions including the President, Vice President External, Vice President Academic, Vice President Operations and Finance, and the Vice President Student Life. Each member of Council is paid an honorarium of \$200 per month, except the Executives. Each member is also paid an additional \$15/hour for every meeting (Council or committee) that occurs past 9 p.m.

The UASU has 13 standing committees of Council. All UASU committees are non-operational, with the exception of the Executive Committee, that is responsible for

managing the day-to-day operations of the Students' Union and coordinating its long-term strategy with the General Manager. The UASU committees focus on governance, EDI, and helping guide the organization strategically.

The General Manager of the UASU is the top permanent employee responsible for the day-to-day operations of the organization and for long-term operational planning. The General Manager reports to the President and works closely with the rest of the Executive Team. The UASU has more than 200 full-time and part-time staff. The administration of personnel is the primary responsibility of the Human Resources Manager as per the Union's Operating Policy.

#### **14. University of Calgary Students' Union ("UCSU")**

The UCSU has a larger membership base than the UVSS; however, it is important to include them on this list as there is a lot to learn from their governance structure. The UCSU has 26,000 members.

The UCSU's Students' Legislative Council ("SLC") is composed of faculty-based representatives. The number of elected representative(s) per Faculty/School is based on the number of students. Section 7 of their Union Bylaw dictates how many students an SLC member represents. The University's faculty has not changed in years. This has provided stability and therefore, proper representation for undergraduate students. The roles and responsibilities of SLC representatives are also listed in their Union Bylaw and clearly outlines ownership linkage and representation of students within their faculty. SLC members receive \$3,820.20 annually, based on their 2022-2023 budget.

The SLC oversees five elected Executives: President; Vice President Academic; Vice President External; Vice President Student Life; and the Vice President Operations & Finance. Each office's role is true to the name of the portfolio. They focus on their role as a member of SLC and as the official representatives of the student to the University and to the different levels of government. Furthermore, this is the committee, also known as the Cabinet, that oversees the performance of the General Manager. Every Executive receives a yearly salary of \$44,939 based on 35 hours/week as per their 2022-2023 budget. They also receive parking and phone stipends.

For 2022-2023, the UCSU's budget is at \$12,909,003. Its budget is on par with the UVSS. From a governance perspective, SLC has a standing committee, the Operations & Finance Committee, that oversees the finances of the organization. The General Manager, the only staff of SLC, provides reports on certain aspects such as legal

matters for information, in preparation for a decision that may need to be brought to SLC for a decision.

Overall, the UCSU has nine committees. Most of the committees are governance in nature, however, some are in existence as part of the history of the organization. This includes the Committee of 10,000, the committee responsible for disbursing funds to charitable organizations within the city. This is Chaired by the Vice President Student Life and composed of two other members of SLC.

Lastly, the General Manager is the sole employee of SLC and is the sole conduit between governance and operations.

### **15. University of Lethbridge Students' Union ("ULSU")**

The ULSU serves a student population of approximately 8,263 students. Unfortunately, ULSU's budget is unavailable publicly. No attempt was made to receive a copy.

The ULSU Executive Council is composed of the President, Vice President Academic, Vice President External, Vice President Operations and Finance, and Vice President Student Affairs. One of the powers of the Executive Council is to oversee the office, General Manager, and employees of the ULSU. The Executive Council is required to work 35 hours per week and paid \$2,960.63 per month.

The General Assembly is composed of the Executive Council, 11 academic representatives, Residence Representative, Calgary Campus Representative, International Student Representative, Indigenous Student Representative, and the First Year Representative. The academic representatives, International Student Representative, Indigenous Representative, First Year Representative, and the Residence Representative are required to work a minimum 40 hours per academic semester (this includes attending Council and committee meetings) and paid \$150 per month during the academic year. The Calgary Campus Representative is paid \$200 per month during the academic year. The student representatives are required to sit on at least one ULSU committee, on at least one University committee, and must volunteer at two ULSU functions, events or activities each semester.

The ULSU has 16 standing committees of the General Assembly. Majority are governance related or related to student life. The Full-Time Employee Review Committee reviews permanent employees annually. The Hiring Committee oversees the hiring of all full-time and part-time ULSU position, all positions must be approved by the ULSU General Assembly. Lastly, the Budget Review Committee consists of incoming



and outgoing Executives, the General Manager, and Accountant. The committee is responsible for approving an interim budget until the budget can be approved at the first General Assembly meeting, and to review and propose amendments to the annual budget. The committees that are operational in nature only have membership of at least one of the Executives, the General Manager, and various other full-time staff roles. No General Assembly representatives sit on the operational committees.

The ULSU follows the one-model employee. The General Manager is hired by the General Assembly to oversee the operations of the ULSU under the supervision of the General Assembly. The General Manager works closely with the Vice President Operations and Finance to ensure fiscal responsibility and wellbeing of the organization.

#### **16. Students' Association of Mount Royal University ("SAMRU")**

SAMRU serves a student population of approximately 14,896 undergraduate students and has an operating budget of \$7.5 million.

The organization's governance structure contains the Representation Executive Council made up of the President, and the Vice Presidents Academic, External, and Student Affairs. The work hours and the salaries of the Executive are handled by the Accountability Committee.

SAMRU's Student Governing Board ("SGB") is composed of 14 governors that are elected at-large from the membership; uniquely, the governors are elected for 2-year terms. The Executive Director and the President of the organization also sit on the SGB as ex-officio members. The Governors elected serve without remuneration as per 7.4 under SAMRU's Bylaw. There is also the Speaker of the Board, a student elected for two-years and has no voting rights on the Board.

The Executive Director is the operational lead for the organization. This position hires and oversees staff who deal with the day-to-day operations such as member services, administration, communications, finance, and their student center. The Executive Director is the sole employee of the SGB. The Executive Director is also responsible for board governance support, planning, program and service management, financial management, advocacy management, and risk analysis. Additionally, as outlined under s. 16.1.3 of the Bylaw, the Executive Director is the official spokesperson for the Students' Association to the Board, membership, University, and external organizations on matters pertaining to SAMRU's operations, finances, legal and regulatory compliance, and facilities. The Executive Director is responsible for all things related to SAMRU operations.

The SGB has two standing committees: the Agenda and Governance Committee and the Accountability Committee. The Agenda and Governance Committee is responsible for supporting and guiding the governance function of the organization. The Accountability Committee, consisting of four to ten governors and the Speaker (as Chair, non-voting), is responsible for the overseeing and evaluation of the performance of the Executive Director, the Board's direct employee.

### **17. Vancouver Island University Students' Union ("VIUSU")**

The VIUSU serves a student population of approximately 12,000 undergraduate students. VIUSU's budget is not posted online and is only available to members of the organization.

The VIUSU Board of Directors has 24 positions that represent the various campuses, faculties, and general membership. The Board of Directors consists of an Aboriginal Students' Representative, Women Students' Representative, five directors-at-large, two Campus Representative positions, eight faculty representatives, International Students' Representative, and Graduate Students' Representative.

The Executive positions are filled by the Chairperson, Director of Events, Director of External Relations, and Director of Internal Relations. They are required to work 80 hours per month and can be paid for an additional 40 hours a month. Salary is based on \$15 per hour pay.

The Board of Directors is responsible for hiring and direction of all staff.

### **18. University of British Columbia Alma Mater Society ("UBC AMS")**

The UBC AMS serves a student population of approximately 58,786 undergraduate students and has an operating budget of \$27 million.

The UBC AMS Executive Council is represented by the President and four Vice Presidents (Academic & University Affairs, External Affairs, Finance, and Administration). They work full-time and have a salary of \$40,185/annually.

Council is composed of the 23 individuals representing each of the UBC Faculties. Each faculty is entitled to one representative on Council; however, each constituency is entitled to one additional representative for each additional 3,000 active members. A

Councillor earns \$13,130 per year, but it is unclear on the required hours they are required to commit weekly/monthly.

Council has 13 standing committees. Two of the committees are operational in nature: the Operations Committee and the Finance Committee. The Finance Committee is responsible for approving and preparing the budgets for the Society. Additionally, it monitors the Society's financial activities, provides oversight and accountability for the finances, and advises the Vice President Finance and Managing Director on business and financial matters. The Operations Committee, on the other hand, is responsible for the management and infrastructure of all facilities operated by the Society.

The UBC AMS has a Managing Director who is responsible for the management of the operational aspects of the Society.

### **19. Simon Fraser University Students' Society ("SFSS")**

The SFSS serves a student population of more than 37,670 undergraduate students and has an operating budget of \$3 million.

The SFSS Executive Council is made up of the President and six Vice Presidents (Internal & Organizational Development, Finance & Services, University & Academic Affairs, External & Community Affairs, Equity & Sustainability, and Events & Student Affairs). Each Executive receives a salary of around \$18,000 a year, based on the published budget.

Council is made of one representative from each constituency group, one from each student union established in Bylaw, and one from each affiliated student group. There are 48 active student unions related to facilities or programs such as Business Administration Student Society and Bachelor of Environment Student Union. There are five constituency groups: Disability and Neurodiversity Alliance, SFU First Nations, Metis & Inuit Student Association, Out on Campus Collective (OOC), Students of Caribbean & African Ancestry (SOCA), and Women Center Collective (WCC). Lastly, there are two Affiliated Student Groups: Residence Hall's Association (RHA) and Student Athlete Advisory Committee (SAAC). This is a total of 55 councillors. It is calculated that each non-Executive Councillor receive \$1,900 per year.

SFSS has three core committees: Executive Committee - HR & Personnel Sub-Committee; Governance Committee; and Finance and Administrative Services Committee. The HR & Personnel Committee is not open to members outside of the committee. The Committee is outlined in the collective agreement to exist and is

responsible for the negotiation of the collective agreements. The Finance and Administrative Services Committee coordinates the preparation of the annual operating budget and monitors the organization's finances and makes recommendations where appropriate.

The SFSS employs a policy-administrative hybrid governance model. This includes delegating operational and administrative duties to the Executive Committee or union-excluded personnel where required. All excluded personnel report directly to the President, Executive Committee, and Council.

## **20. Capilano University Students' Union ("CSU")**

The CSU serves a student population of approximately 12,700 undergraduate students and has an operating budget of \$1.1 million.

The CSU Executive Committee has five elected members: the President, Vice President Equity & Sustainability, Vice President External, Vice President Finance & Services, and Vice President Student Affairs. The rest of the Board is made up one representative from the following Collectives: Students of Colour Liaison, Accessibility Justice Coordinator, Indigenous Students Liaison, International Students Liaison, Queer Students Liaison, Women Students Liaison, Mature and Parent Students Liaison, and Black Students Liaison. There is also one representative for each regional campus designated by the University, one representative for each faculty established by the University, and four at-large members. The President is paid \$26,413 annually. The Vice Presidents are paid \$22,891 annually. Board members are paid \$4,226 annually. Committee Chairpersons are paid \$117.32 per month, and students who are not Board Members but sit on one of the standing committees receive \$29.87 per meeting attended.

CSU has six standing committees. Two committees are operational in nature. The Executive Committee coordinates CSU operations between meetings of the Board of Directors. The Finance and Audit Committee manages the organization's finances, including the annual budget.

The Executive Director is monitored by the President. The Executive Director is responsible for establishing personnel procedures for the Society's regular employees. When it is time for collective bargaining, the Executive Director invites the Vice President Finance and Services to participate in negotiations. The Executive Director; however, is responsible for the conduct of the negotiations. Once bargaining has

concluded the Executive Director provides the board with recommendations. All revisions to the collective bargaining agreement are approved by the Board.

### **Conclusion**

The information above provides a critical outlook on how other student organizations across the nation are structured and organized. Each has its own unique structure and unique way of translating governance decisions are translated into operational actions. Each also has its own key leads and positions. The chosen 20 organizations are chosen not only because they are similar in size to UVSS, but also because there is something that UVSS can learn from and may consider integrating into their own organization.

While it was difficult to gather critical information as some are not posted for public consumption, a glance at these organizations hopefully enables the UVSS to learn, borrow best practices, and potentially inherit a new structure that can serve the University of Victoria.

### **Author's Note**

*The information provided is generated from the 20 student organizations researched and outlined as published from their respective web pages. The information is accurate as of the date noted on the first page of this report.*