

# Federation of Students' Annual Plan

## Board of Directors

*Chairperson Velling & President Wu*

Based on the Board's recommended direction, three top organizational priorities were selected from each of the following thematic categories: Governance, Accountability & Transparency, Commercial Operations & Business Practices, Finances and Human Resources, General Strategy, and Organizational Transition.

### **Governance Goals:**

1. Establish and support a robust committee process for in-depth discussion and review of delegated topics. Transfer greater responsibilities to the Board's committees and ensure committees report directly to Board. By taking full advantage of committees to tackle issues outside of the Board room, discussion in the boardroom will remain strategically oriented.
2. Developing reasonable connections between Board and Students' Council to balance Council's popular mandate with the Board's responsibility for the corporate stewardship.
  - a. Assess opportunities for joint-committees and working groups between corporate governance and student governance.
3. Supporting an empowered Students' Council to ensure accountability of the Board while protecting the Annual General Meeting (AGM) of the corporation.
  - a. Continuing to examine and implement recommendations of the *Task Force for General Meeting Engagement and Council Reform* to enhance accessibility of the AGM and promote greater direct representative powers of Council.
  - b. Advocate for reforms to the policy and bylaw amendment process to ensure a framework exists for Board-Council dialogue, research-informed decision making, and member consultation.

### **Accountability & Transparency Goals:**

1. Supporting greater accessibility of Federation information, particularly that which pertains to governance, member dues and finances, and commercial services.
  - a. Ensure minutes are an accurate reflection of debate and codify all decisions. Minutes and agendas, as well as attachments, should be posted in a timely manner for the membership. Summary of public actions should be made accessible to the Students' Council and membership periodically.
    - i. Thresholds for when decisions are deemed in need of consultation or publication (beyond the record of debate) should be established.
  - b. Improving student awareness and publicizing digests of what the corporation (via the Board, Council, and Executive) is doing. Establish comprehensive

communication guidelines for communicating when decisions made by the Board warrant public notice or consultation.

- c. Communicate changes to member dues in a manner that explains the nature of such changes and justifies such action.
2. Strengthen elections, referenda, and survey participation. The student union is only as strong as its membership enables it to be; promoting engagement in student government builds trust and ensures accountability of elected officers.
3. Improve accountability of the Executive Board to the Board of Directors by implementing regular summaries of actions or decisions for more comprehensive updates on organizational activity.

### **Commercial Operations & Business Practice Goals:**

1. Establish a long term vision for businesses aimed at financial sustainability. Develop a clear and consistent reporting of budgetary and financial matters to the Board of Directors.
2. Improving the accountability link between Fed's owned and operated businesses to the shareholders. Publishing financial summaries for the membership to know how businesses are performing and learn long term strategies.
  - a. Exploring what other student unions disclose in terms of commercial operations.
  - b. Publishing clear business summaries and bottom lines.

### **Finances & Human Resources Goals:**

1. Ensuring and communicating *Value-for-Money* in all operations and decisions. Pursuant to corporate Policy 51, *Value-for-Money*, passed by Students' Council, the Board will be improving demonstration and communication of the value in the expenditure of member dues.
2. Proactively supporting staff and verifying operational and managerial expectations are met.
  - a. Provide opportunities for senior management to present to Board on matters of strategic interest.
  - b. Facilitate staff comfort and trust in the Board, as a responsibility for Directors.

### **Organizational Transition Goals:**

1. Improve transition, including in length and extent of training provided to Directors.
  - a. Establish an *ad hoc* committee to explore best-practices and history of transition for the Board and compile recommendations for implementation by the Board to improve the process in the coming Fiscal Year.
  - b. Explore methods to mitigate turnover risk, including the term of office for Directors.
  - c. Introduce a checklist for transition of the Board and ensure Directors are familiarized with the staff structure, corporate structure, and accountability mechanisms in place.

- d. Expand breadth of training for Directors (eg. financial, human resources, and legal). Introduce greater support and professional development for Officers of governance bodies of the Federation — particularly the Corporate Secretary and Chair.
2. Establish a global Feds Governance Calendar for the entire organization (Executives, Board, and Council) encompassing monthly deadlines and activities to keep the governance on-track and aware of forthcoming requirements.
3. Organize Board social events and team building opportunities to facilitate group dynamic and promote a strategic mindset.

### **General Strategy Goals:**

1. Boost Feds identity and brand at Waterloo.
2. Improve engagement and lines of communication with staff, volunteers, and students for forward thinking and innovative ideas to advance. Better recognize opportunity costs for volunteer members and enable greater accessibility for off-campus and co-op students to participate.
3. Reforming Board practices.
  - a. Create transparent and robust Executive Pay Assessment tools for future pay adjustments. Revamp performance evaluation procedures for Exec.
  - b. Develop metrics for follow-through on Board goals and to assess success in achieving the long term vision of the organization.

Note: this resolution is not part of the Annual Plan.

***Ad Hoc Committee on Organizational Transition:***

BIRT the Board of Directors authorizes the creation of the *Ad Hoc* Committee on Organizational Transition specifically to research recommendations for adoption by the Board to address organizational transition;

BIFRT the committee shall be comprised of the following peoples:

- a. The President as a resource member,
- b. The Chair of the Board as a resource member,
- c. Three (3) non-executive Directors,
- d. ~~One (1) At-Large Member,~~
- e. Including any other people(s) as deemed necessary by the committee;

BIFRT the committee shall elect its own chair who shall be neither the President nor the Chair of the Board;

BIFRT the scope of the committee shall be Board and Executive transition including:

- a. Research of best-practices,
- b. Transition content, training, and checklists,
- c. Techniques Cost-benefit-analysis,
- d. Assessment of current expenditures and recommended costing,
- e. Training of Officers, and
- f. Transition period;

BIFRT the committee shall consider the development of the Executive Action Plans and the Development of a Board Annual Plan as part of the transition process; and

BIFRT the committee shall present regular updates to the Board and shall deliver their recommendations for adoption by no later than January, 2018.