



2<sup>nd</sup> MEETING OF COUNCIL 2017/2018

16 July 2017

USC Community Room  
10:00 AM

1. Call to Order
2. O Canada
3. Land Recognition
4. Western Song
5. Roll Call
6. Approval of Agenda
7. Approval of Minutes  
Meeting of Council – 29 March 2017
8. Approval of the Confidential Minutes  
Meeting of Council – 29 March 2017
9. For Information
  - i. Executive Reports (45 minutes)
  - ii. Report of the Chair of the Board of Directors (10 minutes)
  - iii. Report from the Chair of the Student Senators (10 minutes)
  - iv. Report from a Representative from Strategic Planning (10 minutes)
  - v. Report from Standing Committee Chairs (10 minutes)
    - a) Governance and Finance Standing Committee
    - b) Advocacy Standing Committee
    - c) Student Experience Standing Committee
    - d) Agenda and Council Operations Standing Committee
10. LUNCH (12:00p.m-1:00p.m.)
11. Presentations
  - i. Constituency Outreach – Peter Fragiskatos, MP London North Centre
12. For Action
  - i. By-law 1 Amendments – ([Motion 1, Appendix 1](#))
  - ii. Clubs Election Motion – ([Motion 2](#)) -- A. Khimji, Social Science Councillor
  - iii. Vote of Confidence – ([Motion 3](#)) -- A. Khimji, Social Science Councillor
  - iv. Western Forum – ([Motion 4](#)) -- A. Khimji, Social Science Councillor
  - v. Council Meeting Awareness on Facebook & Twitter – ([Motion 5, Appendix 2](#)) -- A. Khimji, Social Science Councillor
  - vi. Increase Plants in the UCC – ([Motion 6, Appendix 4-10](#)) -- A. Khimji, Social Science Councillor
13. For Discussion
14. New Business
15. Termination



## Motion #1

### By- Law 1 Remuneration Amendment

Whereas, the USC Board of Directors voted to revise By-Law 1 Section 4.8: Remuneration of Directors to read:

"The Directors, **other than the Chair**, shall serve as such without remuneration, and no Director shall directly or indirectly receive any profit from his or her position as such. The President and Secretary-Treasurer shall be remunerated as Executive Officers of the Corporation, not for their service on the Board."

Whereas, it was determined that remuneration for the Chair of the Board of Directors, should be looked at and discussed by the Human Resources Committee of the Board

Be it resolved, that the University Students' Council move to approve the amendment to By-Law 1: Section 4.8 that has been approved by the University Students' Council Board of Directors.

MOVER/Secunder

July 1, 2017

## **Chair of the USC Board of Directors, Compensation Review and Bylaw 1 Amendment**

To whom it may concern,

I served as Chair of the Board for the USC for the 2016-17 year and am writing to encourage Council to approve the proposed amendment to Bylaw 1, allowing the Chair of the Board to receive compensation for the service they provide to the USC. My reasons for supporting such a change are as follows: 1) the USC compensates individuals (students and non-students alike) for the performance of functions which do not carry the time commitment, required skill, or responsibility of the Chair; 2) compensating the Chair is a fair return for the introduction of additional accountability mechanisms; and 3) an unpaid Chair is contrary to the USC's advocacy stance against unpaid interns/student positions.

### *Role of the Chair and Value of the Chair's Services*

The Chair of the Board is responsible for leading the Board of Directors' oversight of the corporate functions and decision-making of the University Students' Council. The Board achieves this by monitoring the performance of the COO and receiving regular reports from the CEO and other members of the organization. Since the Board of Directors became separate from the Executive approximately four years ago, the role of the Chair has expanded dramatically.

The Chair provides critical services to the organization. The Chair is involved in all high-level human resources decisions regarding the COO and senior managers. He/She is instrumental in shaping and setting organizational strategy (i.e. the Strategic Plan and associated documents) and monitoring performance and achievement of strategic objectives. On a more granular level, the Chair also plays an important role in instructing staff and committees in the creation of organizational policy. The Chair's leadership in this regard cannot be overstated; organizational policies and procedures ensure the USC is accountable for the expenditure of student dollars, makes prudent and pragmatic decisions, and minimizes and mitigates risks. These high-level roles are critical to the sustainability and growth of the USC. Delegating them would be inappropriate and either reduce organizational outcomes or lead to the assumption of new (and potentially unknown) risks.

In addition to these "strategic" responsibilities, the Chair also fulfills many traditional Board functions. The Chair must sit on (and potentially lead) many of the Board's subcommittees. He/She must also prepare for and lead Board meetings, including all preparation a regular director would be required to do. The Chair is responsible for the training and professional development of new directors. All of these roles are time intensive activities that are completed in addition to the Chair's responsibilities as a student. Further, this brief description cannot capture the informal meetings, planning, and administrative tasks the Chair carries out on a daily basis.

The Chair carries out these functions on a daily basis. The average commitment during the academic year exceeds 20 hours per week. This is a significant contribution for anyone to make, but especially for a student who will also be balancing academic requirements, extracurricular activities, and potentially part-time employment.

The USC provides honoraria and wages to many students for the valuable work they do for the organization. It is anomalous, and in my opinion, an absurdity that the Chair should be the exception rather than the rule and provide their services for free. In addition, the Chair of the Board has a fiduciary duty to the organization which requires them to “act honestly and in good faith with a view to the best interests of the corp, and exercise care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.”<sup>1</sup> These duties mean that the Chair cannot simply take fewer hours to ensure they can maintain a proper work-life balance, unlike a student intern or employee. They are responsible for the Corporation’s actions and must ensure the USC acts in the best interests of its stakeholders. Further, as outlined above, the value of the Chair to the USC is significant. The loss of the services and institutional knowledge of the Chair in decision-making if they did scale back their time commitment would create risks and reduce organizational performance. Simply put, the risk placed upon the Chair and the roles that individual must play merit fair compensation.

#### *Chair Accountability and Performance Management*

The separation of the Board of Directors from the Executive and the expanding role of the Chair has led to discussion that new accountability measures should be introduced. Specifically, the organization should enter into a contract (resembling an employment contract) with the Chair to identify the functions that must be carried out, and the Board should conduct performance appraisals of the Chair similar to those completed for high-level employees.

These accountability mechanisms serve to protect the organization, ensuring that the Chair operates in accordance with the Board’s expectations. They also focus the Chair and the Board on the achievement of particular organizational goals. Goal-setting and performance management are rudimentary but important functions for a corporation to carry out. As the USC Board of Directors becomes a mature institution within the organization it is important that accountability mechanisms be utilized to ensure stability, sustainability, and continued organizational growth.

Notwithstanding the foregoing, there is little incentive for the Chair to invite enhanced scrutiny or impose new requirements which will create new work for themselves. Implementing such accountability measures serves only to entrench the view that the Chair is required to perform the extensive set of roles and functions traditionally assumed by necessity. With the introduction of new formal performance management tools, the USC should understand and respect that the Chair role has expanded beyond what can reasonably be expected from an unpaid volunteer position and compensate the Chair.

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<sup>1</sup> CBCA s.122(1); OBCA s.134(1)

While the Board is certainly free to require the Chair to sign a contract and impose a performance management system in the absence of consideration, it would be unwise to do so for three reasons. First, from a practical perspective, performance management tools are less effective when there is nothing at risk to the person being evaluated. If the Chair is not compensated, there is little reason to increase the time and effort dedicated to the role in order to ensure the Board's goals are met. Conversely, the loss of a compensated position is a powerful incentive to ensure that the Chair works as hard as possible to meet performance targets.

Second, from a talent attraction and management perspective, the ever-increasing scope of the Chair role and the imposition of new accountability measures will drive away many high-quality candidates if the role remains unpaid. Students who must maintain part-time employment to pay for their education will likely find the time commitment associated with being Chair prohibitive. Further, the scrutiny and level of responsibility associated with the Board create significant risks for prospective Chair candidates.

Without commensurate remuneration many otherwise qualified candidates will choose to pursue other endeavours rather than doing it "for the exposure/experience/resume fodder." In my extensive student government experience,<sup>2</sup> I have seen first-hand that the most talented students put a price on their time and have many extracurricular and community service opportunities. If the USC wants those students to choose the USC, rather than other opportunities, it must accept that such a choice comes with a price. The consequence of not compensating the Chair is that the USC may have to settle for candidates with less experience or fewer qualifications. While this view may appear cynical, the USC should consider why it pays its student executives but does not pay its Chair who assumes similar high-level responsibilities.

#### *Unpaid Internships are Contrary to the USC's Advocacy Stance*

The third and final reason the Chair should be compensated, regardless of whether the Board imposes the aforementioned performance management measures, is that the USC frequently advocates against the use of unpaid interns.<sup>3</sup> In fact, the recent *Student Employment Policy Paper*, co-authored by former USC VP: External Lindsee Perkins, advocates that the provincial government could "better protect students at work by...banning employers, universities, and accreditation bodies from requiring or supporting unpaid internships."<sup>4</sup> In the *Student Employment* paper OUSA condemns organizations which use students to "get free labour" rather than "provide training and experience to new workers."<sup>5</sup> Per the Ontario Ministry of Labour, for an unpaid position to legally be unpaid it must meet six conditions, one of which being that "the employer derives little, if any,

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<sup>2</sup> Wilfrid Laurier University Students' Union, Vice-President: University Affairs; OUSA Steering Committee Member and Vice-President of Finance; USC Board of Directors, Vice-Chair and Chair of the Board; seven years of total volunteer and paid experience between Wilfrid Laurier University and Western.

<sup>3</sup> See Hamade, Stéphane, Lindsee Perkins, Ehima Osazuwa, Doug Turner, David Zhang, Giuliana Guarna, and Danielle Pierre. *Policy Paper: Student Employment*. (Toronto: Ontario Undergraduate Student Alliance, 2016).

<sup>4</sup> *Ibid* at 3.

<sup>5</sup> *Ibid* at 30.

benefit from the activity of the intern while he or she is being trained.”<sup>6</sup> It is patently obvious, given the scope of the role and the significance of the responsibilities assumed that the Chair is acting predominantly for the benefit of the USC.

It is intensely hypocritical for the USC to advocate that multi-million dollar businesses eliminate unpaid internships, and that the Province legislate to require them to do so, while also being led, in part, by an unpaid intern. The USC should strive to be a leader in this regard and live the principles it advocates for. The risk of not compensating the Chair and maintaining our advocacy stances is obvious; university and government partners may lose trust in the USC or be hesitant to accept our recommendations.

### Conclusion

The introduction of a separate Board of Directors, the expansion of the Chair role, and the maturation of the USC as a whole support the conclusion that the time has come to “professionalize” the Chair position and compensate the Chair. Doing so, in addition to the introduction of accountability measures, will ensure that the organization is able to look to strong, consistent leadership, being able to evaluate performance and providing fair compensation for valuable work. This is a natural step for the USC and one which Council should embrace going forward.

Respectfully submitted,



Stephen Franchetto  
Chair of the Board of Directors, 2016-17, USC

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<sup>6</sup> Ministry of Labour, “Are Unpaid Internships Legal in Ontario?” Ontario Ministry of Labour, last modified June 2011, accessed July 3, 2017, <http://www.labour.gov.on.ca/english/es/pubs/internships.php>.

June 29<sup>th</sup>, 2017

To Whom It May Concern:

Prior to becoming the 2016-2017 Secretary-Treasurer of the USC, I spent two years as the first Chair of the external Board of Directors. When I originally put my name forward to be Board Chair, the position description called for a maximum time commitment of five hours each week. I quickly discovered that this number has been significantly underestimated.

As the Board Chair, I had monthly meetings for the Board, Board Agenda Committee, Board Human Resources Committee, Board Finance Committee, Board Governance Committee, Board Evaluation Committee, Council, and the Agenda and Council Operations Committee, as well as quarterly meetings of the Gazette Publications Committee. On top of scheduled Committee, Board, and Council meetings, I had regular meetings with the President, Secretary-Treasurer, General Manager (now the Chief Operating Officer), The Board Vice-Chair, and Directors.

Despite a written maximum of five hours a week, I worked an average of 15-20 hours each week to properly fulfil my responsibilities. All together, my Chair responsibilities often impeded on my full-time studies, and meant that I could not seek part-time employment throughout the year.

Not being able to maintain part-time employment throughout the year creates a financial barrier for those seeking the position of Board Chair. Compensation for this position would reduce this financial barrier and allow for all qualified Directors to put their name forward.

Isaac Jacobi  
Secretary-Treasurer 2016-2017  
Western USC Board Chair 2014-2016



## Motion #2

### Club Election Procedure Amendment

Whereas, currently a candidate can run for more than one Executive role within a Club in the same election where if the candidate wins more than one Executive role they will hold 2/3 of the signing authority within the Club, if not the entirety;

Be it resolved that, Council task the *Secretary-Treasurer* to bring an amended version of the *CLUB ELECTION POLICY* (also referred to as the '*CLUBS ELECTION PROCEDURE*') to Council by the September meeting with the following amendment(s), at which point Council will vote on the amendments:

1. The following amendment shall be included in section 3.01:
  - a. A candidate can only submit their nomination for one Executive position within the Club in the same election;
2. The following amendment shall be included in section 3.02:
  - a. Campaigning can include the use of social media pages and/or accounts and/or personal websites, and *must be* displayed publicly, if used, and can remain during the voting period;
  - b. Candidates shall refrain from the use of the colour purple, the USC or University logo, and any other USC or University copyrighted material or image, as well as any logo(s) the Club uses in its identity, when producing materials for the purposes of campaigning;
3. The following amendment shall replace section 3.03 (#11):
  - a. The CRO will send all candidates the final results of the election, including, but not limited to, (1) the total number of votes cast for all positions, and (2) the number of votes each candidate received, within twenty-four hours after receiving approval from the SOS office;
4. The following amendment shall be added as a new section entitled 'Violations':
  - a. All violations shall be reported directly to the CRO during the election proceedings up until twenty-four hours after the voting period ends;
  - b. The CRO will inform the SOS office and all candidates, of any violations that have occurred and the current violation count towards the offending candidate;
  - c. Any candidate caught in violation in three (3) separate instances during the Campaign period and/or Voting period will be disqualified;
    - i. The CRO will notify the SOS office and all candidates of the disqualification of the offending candidate.

KHIMJI/Secunder



### Motion #3

#### Vote of Confidence By-Law 2 Amendment

Whereas, currently any candidate running for a position in the USC election will have the position acclaimed if the exact amount or a lesser number of candidates ran;

Whereas, the student body cannot cast a vote for or against the acclaimed candidate;

Whereas, the candidate might face criticism based on legitimacy;

Be it resolved that, Council task the Secretary-Treasurer to bring an amended version of bylaw #2 (Elections Procedures) to Council by the September meeting with the following amendments, at which point Council will vote on the amendments;

1. When a position, that is typically voted on by students, is about to be acclaimed, a 'Vote of Confidence' will take place for the candidate, with the following polling options;
  - a. Yes; I believe this candidate should assume the role
  - b. No; I do not believe this candidate should assume the role
  
2. If the candidate receives 50% + 1 vote of their eligible voting constituency turnout voting 'No' for the 'Vote of Confidence' then the candidate will not assume the position, and the position will remain unfilled and the procedure for a vacant position will commence.

KHIMJI/Seconder



## Motion #4

### The UCS Launch Online Forum for Students

Whereas, students do not have a central website/portal to share information such as class reviews, various tips & tricks, and to offer miscellaneous help to each other;

Whereas, students have to rely on academic counselling and other 'official' channels for help, and if those channels cannot help them they are forced to rely on incredible channels such as Reddit.com, Yconic.com, and various other websites that may facilitate the spread of misinformation, and might provoke bullying;

Whereas, McMaster University has a website for students that claims the following:  
MaInsiders.com is the LARGEST student-run online community for McMaster University students. Run entirely by students, the site features student views on campus life, advice and tips, plus discussions on thousands of topics. With 25,000+ members, 400,000+ discussions, 1000+ articles with tips and advice, and 10,000+ course reviews, MaInsiders has become the largest and most popular student-run resource in Canada.

Be it resolved that, Council task the Executive to determine the feasibility of establishing an online 'forum' or 'portal', similar to the concept of MaInsiders.com, for students at Western University and bring the feasibility report and recommendation(s) to Council by the September meeting, at which point Council will vote on the recommendation(s) and any future actions necessary.

KHIMJI/Seconder



## Motion #5

### Council Meeting Awareness on Facebook & Twitter

Whereas, the USC's social media accounts (specifically the Facebook, and Twitter accounts) have rarely notified students of when Council meeting are happening, and/or any meeting that have already happened;

Whereas, the average length of Minutes of Council meetings is often 10+ pages long;

Whereas, the average student is quite busy and could easily forget to stay up-to-date on Council business, especially the entire Minutes, and thus could be uninformed about potential actions that affect them;

Whereas, one to two-page summarized meetings have recently been utilized (example: Appendix #1), hereafter referred to as the 'Council Meeting Summary', in addition to the regular procedure of recording Minutes; However, both documents are exclusively posted to the USC Council website without mention on any of the social media accounts of the USC;

Whereas, the average student rarely visits the USC's website, but rather visits social media websites more often;

Be it resolved that, Council task the Secretary-Treasurer to bring an amended version of the Communications Officer's Roles & Responsibilities, or equivalent, to include the mandatory posting of the 'Council Meeting Summary', when it becomes available, to the Facebook and Twitter accounts of the USC within two days of the document becoming available, by the September meeting of Council, at which point Council will vote on the amendments;

Be it further resolved that, the amended Roles & Responsibilities (or equivalent) of the Communication Officer at the September meeting of Council include the mandatory posting of when Council meetings, that are open to the public, are supposed to take place, to the Facebook and Twitter accounts of the USC at-least seven days prior to the scheduled meeting.

KHIMJI/seconder



COUNCIL MEETING SUMMARY

25 January 2017

The purpose of this summary is to briefly outline the items that were presented to Council on the 25 January 2017 meeting, and ensure that relevant stakeholders are informed on the business of Council. Should anyone require further information with respect to any of the items outlined below, please feel free to contact, Elizabeth da Ponte Mailloux (Coordinator, Council Services):

ITEM	TITLE	NOTES	FOLLOW-UP
<b>PRESENTATIONS</b>			
8(i).	Orientation Strategic Plan Presentation	A. Adamo, Student Programs Officer, gave a presentation on the Strategic Plan for OPC in the upcoming year.	--
8(ii).	A Responsible CHRW Radio Western	T. Glasgow, CHRW General Manager, presented an alternate funding model to Council as mandated in the previous Council year.	Presentation to Council at Special meeting on 2017-2018 Budget.
<b>FOR ACTION</b>			
9(i).	Election of OUSA General Assembly Representatives	(Motion 1): 8 Students were elected in a Council election to represent Student interests at the OUSA GA.	--
9(ii).	Election of Council Members to the Executive Selection Committee	(Motion 2): 2 Voting members of Council were elected to sit on the Secretary-Treasurer and Communications Officer Selection Committee.	--
9(iii).	CHRW Funding Motion	(Motion 3): Council amended the motion in order to reflect changes that they wished to see made to the funding of Radio Western.  These changes included the initiation of a referendum asking students to reduce funding to CHRW to a fee between \$10.00 and \$11.50.  The specific dollar amount will be brought to Council by the November 2017 meeting, after consultation and review by the Secretary-Treasurer and Governance & Finance Committee of Council.	Referendum in 2018-2019 Election Period  Review work for Secretary-Treasurer and Governance & Finance Committee to determine specific dollar amount.
<b>IN-CAMERA MOTION</b>			
11(i).	Council Member Disciplinary Policy	Council reviewed and considered the application of the Policy to the membership of a voting member of Council. The member was permitted to retain their voting seat on Council for the remainder of the Council term.	--



## Motion #6

Increase the Plants in the UCC

Whereas, the UCC lacks any potted or wall plants;

Whereas, plant life indoors has been researched thoroughly and been proven to increase student performance in the classroom (Appendix #1, Appendix #2, Appendix #11), and increase productivity and reduce stress in windowless environments (Appendix #3);

Whereas, there are many schools that have plant life indoors, just to name a few;

1. McMaster University (Appendix #4)
2. University of Guelph-Humber (Appendix #5)
3. University of Ottawa (Appendix #6)
4. Queen's University (Appendix #7, Appendix #8)
5. University of Waterloo (Appendix #9)
6. Wilfrid Laurier University (Appendix #10)

Be it resolved that, Council task the Executive to determine the feasibility of implementing a living wall and/or potted plants inside the UCC, and present Council with the feasibility report and recommendation on future action by the September meeting, at which point Council will vote on the recommendations and any future actions necessary.

KHIMJI/seconded



Appendix 4-10

Appendix 4 (McMaster University)

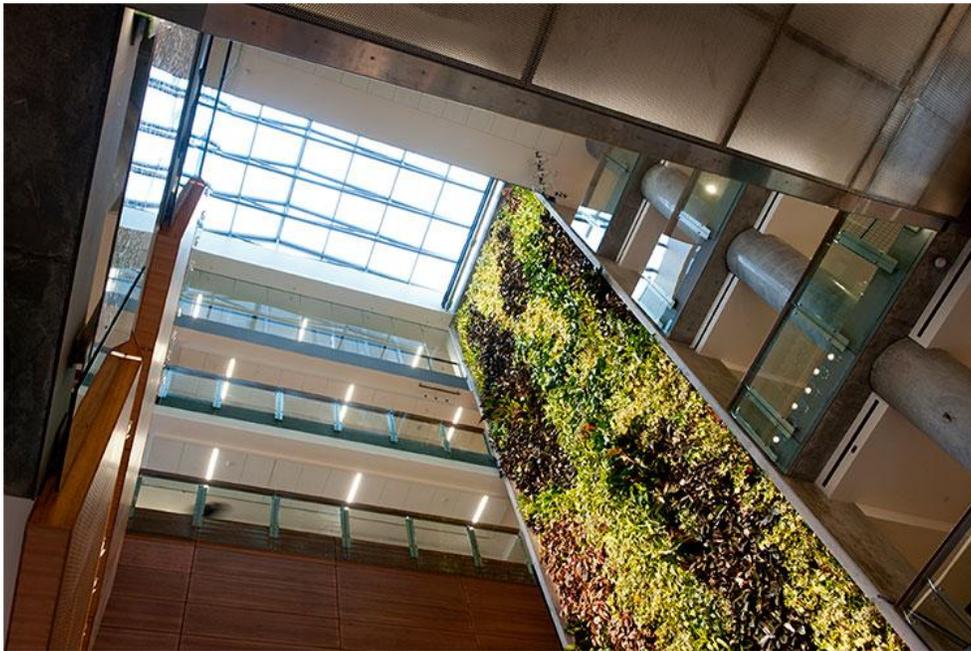


Appendix 5 (Guelph/Humber)

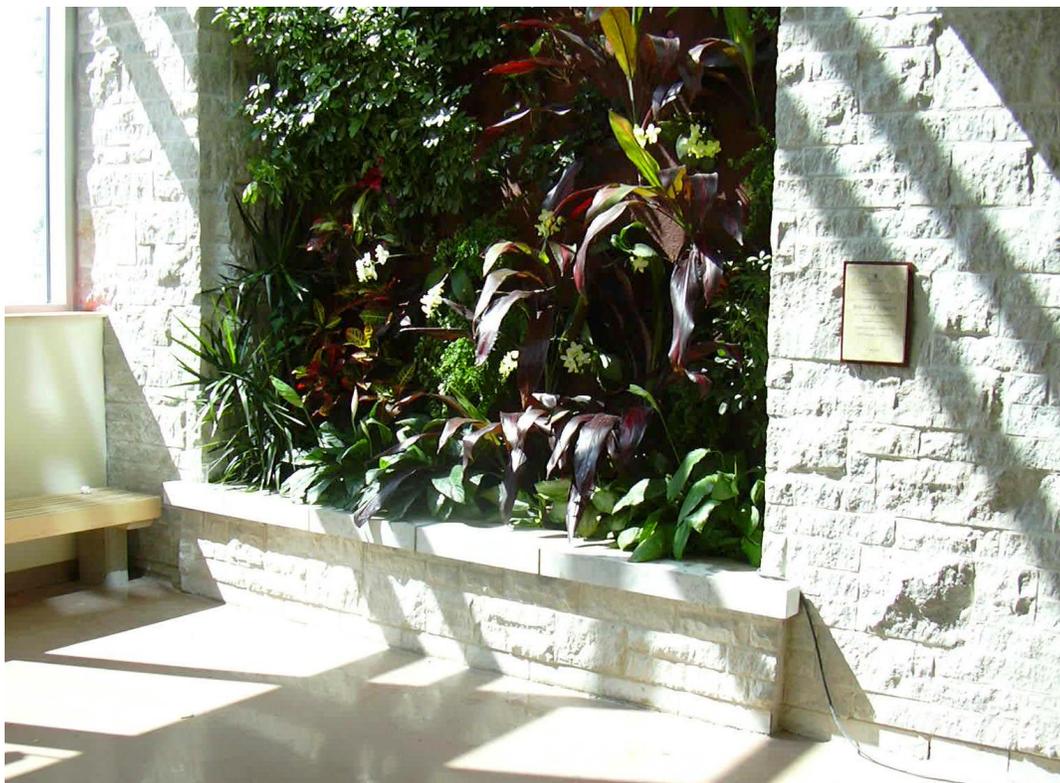




Appendix 6 (Ottawa University)



Appendix 7 (Queens University)





Appendix 8 (Queens University)



Appendix 9 (Waterloo University)





Appendix 10 (Laurier University)

