



BOARD OF DIRECTORS – MEETING MINUTES

Meeting Date	June 14, 2025	Time	3:30pm
Meeting Title	Board Meeting	Type	Regular
Meeting Chair	G. Wu	Location	Toronto
Recording Secretary	J. Higgins	Call to Order	4:04pm

Attendees		Regrets
Board	G. Wu, Board Chair K. Henricus, USC President B. Yu, Vice Chair & HR Committee Chair M. Haas, Governance Committee Chair S. Sunner, Finance Committee Chair S. Nar D. Khandelwal H. Yang	K. Hyles
Management	J. Oware, Finance Manager K. Pacheco, Senior Manager, People & Development J. Armour, Chief Operating Officer	
Guests	K. George	

2. Land Acknowledgement

3. Disclosures of Conflict of Interest

There were no conflicts of interest.

4. Adoption of Agenda

MOTION – B. Yu motioned to adopt the agenda. M. Haas seconded the motion. The agenda was approved.

5. Comments from the Chair: What a great way to kick off the first board meeting of the year. I hope you learned a lot today, and are ready to apply it today.

6. USC Mission Moment: J. Armour provided context to what the mission moment is, to provide a reminder to what we're doing here, and how we're here to support the vision, mission, values of the organization. The Alumni event on Thursday evening, which a few Directors attended, there was a President there from 1977 and Execs/Directors up until last year, around 130 people. It was incredible. It was a living yearbook. That is what you've all entered into, a wonderful ecosystem of people who have gone on to do so many incredible things.

7. Approval of Minutes:

7.1.	April 28, 2025
Motion to approve the minutes from the April 28th, 2025 meeting. H. Yang motioned to approve. S. Sunner seconded the motion. The motion was approved.	

7.2.	May 14, 2025
Motion to approve the minutes from the May 14th, 2025 meeting. K. Henricus motioned to approve. B. Yu seconded the motion. The motion was approved.	

8. Reports for Information:

8.1.	Executive Report	K. Henricus
K. Henricus summarized the Executive Report. B. Yu asked about OUSA’s decision-making process after it released a statement criticizing Bill 33. K. Henricus explained that OUSA operates through a steering committee, with each member school (eight plus observers) represented by an executive who parallels onto their steering committee—at the USC, this is VPEA O. Sayyed. While each school structures its representation slightly differently, the committee is led by an internally elected president, along with HR and finance leads. Guided by advice from OUSA’s full-time staff (“home office”), the committee meets to collectively decide what public commentary to issue. K. Henricus added that the USC takes a two-pronged advocacy approach: while OUSA’s voice carries weight, the USC also advocates independently and is one of the largest and most fiscally responsible student associations, particularly in budgeting.		

8.2.	COO Report	J. Armour
J. Armour summarized the COO Report. J. Armour reported that for PurpleFest he has met with police and EMS, even though the USC is only renting the venue from JEG and not managing it. He wants to stay involved in discussions with the AGCO and police to remain informed and ensure proper oversight. B. Yu asked about lobbying and advocacy work with Strat Corp. J. Armour explained that the firm is not lobbying on the USC’s behalf but is helping develop a framework for effective government relations—teaching staff how to engage with ministers and staffers and build constructive relationships. The contract costs \$20–25K for four sessions throughout the year and is intended to guide internal strategy rather than respond specifically to Bill 33. J. Armour added that this process will help determine whether the USC needs a full-time government relations expert or if this work can be integrated into existing roles. G. Wu asked about collaboration with Western on the new Wave renovations. J. Armour noted that the main challenge is the lease, which defines where prepared food can be served. The Wave’s footprint, set in 2005, includes the McKellar Room, allowing concessions there even though Western staff turnover has created some confusion. The renovations aim to shorten lines and create more		

study space, with costs covered by the USC’s capital plan—50% from F2025 and 50% from F2026. Western has been supportive.

S. Sunner asked whether the USC oversees seating around the McKellar Room. J. Armour confirmed it does and said the renovations will not affect seating.

M. Haas inquired about McKellar Theatre usage. J. Armour said it is lightly used by the USC Executive, mostly booked by clubs and occasionally by Western, which co-owns the space and uses it for daytime classes. The shared lease provides a discounted occupancy rate but limits major changes. Despite low overall usage, events held there are intentional and well-attended. J. Armour also noted an opportunity to increase weekend programming and highlighted that The Break—a connected study space—boosted Wave sales by 5–7% after opening, supporting a “Spoke” service model.

9. Reports from Committees:

9.1.	Finance Committee			S. Sunner	
S. Sunner reviewed the Finance Committee Report . J. Armour clarified that Priority #1 is capital funding and that items #3 and #4 are unrelated. If the full \$900K available for capital is not spent—for example, if only \$800K is used—the remaining \$100K will stay in the capital fund. The Board restricted fund remains at \$5 million, though there is discussion of increasing it to \$6 million and potentially reallocating some of it to the capital plan to support future improvements. J. Armour emphasized the need for a more deliberate strategy in managing these funds.					
K. Pacheco explained that the funding tranches ensure money is properly allocated, with some set aside for liabilities. PurpleCare funds, for example, are treated separately as reserve money that remains in cash and must be clearly understood in financial reporting. She noted that no quarterly report was presented this time, but the next board meeting will include one, as quarterly data provides clearer trends than month-to-month performance.					
J. Oware added that Western provides full funding for student fees (health, dental, and bus pass), but at year-end the USC must accrue expenses—such as nearly \$6 million owed to LTC—and carry that amount into the next fiscal year. When audited statements are released, this accrued amount will be shown as pulled forward.					
9.1.1.	F2025 March Financial Statements			S. Sunner	
BIRT that the Board of Directors accept the F2025 March Financial Statements.					
Moved	K. Henricus	Second	G. Wu	Approved	Unanimous
9.1.2.	F2025 April Financial Statements			S. Sunner	
BIRT that the Board of Directors accept the F2025 March Financial Statements.					
Moved	M. Haas	Second	B. Yu	Approved	Unanimous

9.2.	PurpleCare Trust Report	B. Yu
B. Yu provided a verbal PurpleCare Trust update. He reported that the PurpleCare Trust Reserve bank account has been established with TD, forming one of the five funding tranches. On June 12, 2025, approximately \$1.2 million (student plan reserve) and \$170,000 (Adjudicare staff plan operating account) were transferred from RBC—where they were previously held by BPA—into the new TD account. The plan is to implement an investment strategy with TD to rebuild the PC Reserve to the		

appropriate threshold for self-funding. The USC will restore the reserve to its original 2019 level, when Campus Trust first transferred the funds, while operating expenses for staff and student health plans will be managed through the USC operating budget. The reserve will function as an investment account in the short term, funded entirely by student health and dental fees and staff premiums. K. Pacheco apologized for the limited details available, noting the bank visit occurred just before the meeting.

H. Yang asked how close the fund is to self-funding. J. Armour explained that about \$4 million is needed in total, leaving roughly \$2 million to go. The current \$1.2 million transfer follows years in which reserve expenses were incorrectly drawn from USC cash flow. The USC will now return the reserve to its proper \$1.8 million level by transferring funds from cash flow, which will decrease during the summer due to this adjustment and the LTC payment. Before moving to self-funding, the USC will carefully verify the reserve's readiness and invest the full \$1.8 million according to its responsible investing policy. K. Pacheco added that growth projections over the next three years are already being planned to ensure costs are fully accounted for when self-funding begins.

Motion to accept the reports provided by the Executive, COO, Finance Committee and PurpleCare Trust.

Moved	M. Haas	Second	S. Nar	Approved	Unanimous
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10. Confidential Session

Motion to go in camera.

Time	4:56pm	Return	6:12pm
Moved	S. Nar	Second	S. Sunner

11. For Decision

11.1.	Collective Bargaining Update	B. Yu			
BIRT the Board of Directors be informed of the strategy for collective bargaining negotiations with CUPE Local 2820 which represents unionized full-time staff.					
Moved	M. Haas	Second	S. Sunner	Approved	Unanimous

11.2.	Elections Policy Reform			M. Haas	
BIRT the Board of Directors task the Governance Committee to implement the suggested modifications to the policy provided by McKenzie Lake as discussed in the confidential session.					
Moved	M. Haas	Second	B. Yu	Approved	Unanimous

12. Inquiries and Other Business:

13. Motion to adjourn at 6:14pm. M. Haas motioned to adjourn. S. Sunner seconded the motion. (show of hands) The motion was approved.