Federation of Students

Board of Directors

Tuesday, 2015-04-14 at 7:00pm
Feds Board Room SLC 2143

<table>
<thead>
<tr>
<th>Chair</th>
<th>Christos Lolas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretary</td>
<td>Andrew Clubine</td>
</tr>
<tr>
<td>Expected Attendees</td>
<td>Qusai Al Nazer, Ben Balfour, Suzanne Burdett, Danielle Burt, Paula Colaso, Stéphane Hamade, Rebecca Little, Christos Lolas, Matt Mclean, Doug Turner, Maaz Yasin, Amy Zhou</td>
</tr>
<tr>
<td>Excused Absences</td>
<td></td>
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</tbody>
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Regular Session

Preliminaries

Remarks from the Chair

Approval of the Agenda (Chair Lolas)

1. **Motion**: Resolved, the Board approves the agenda for this meeting.

Executive Reports & Updates

Vice-President, Education

2. Discussion

Vice-President, Internal

3. Discussion

Vice-President, Operations and Finance

4. Discussion

President

5. Discussion

General Orders

Mental Health MOU (President Burt)

6. **Motion**: Resolved, that Board approve the Mental Health Peer Support Memorandum of Understanding.
Board Code of Conduct Procedure (President Burt)
   7. **Motion**: Resolved, Board amend the Board Code of Conduct Procedure [to be distributed].

Credit Card Points Procedure (President Burt)
   8. **Motion**: Resolved, that Board approve the attached Credit Card Points Procedure.

Ethical Purchasing Contracts Procedure (President Burt)
   9. **Motion**: Board amend Procedure 11, Ethical Purchasing Contracts.

Procedure Amendments (VP Balfour)
   10. **Motion**: Board amend Procedure 2, Budget.
      11. **Motion**: Board amend Procedure 3, Authorization of Capital Expenditures.
      12. **Motion**: Board amend Procedure 5, Savings and Investments.

Special Orders
   13. None.

New Business
   As required.

Confidential Session

General Orders

Entering confidential session (Chair Lolas)
   14. **Motion**: Resolved, the board moves into confidential session.

New Confidential Session Business
   As required.
MEMORANDUM OF UNDERSTANDING

University of Waterloo Peer Support Program
[Insert Program Name Here]
between
Federation of Students of the University of Waterloo (Feds)
and
The University of Waterloo (“The University”)

PROGRAM OVERVIEW

[Insert Program Name Here] volunteers are required to go through an interview and selection process, extensive training and will always be under professional supervision, assuring the clients of their confidentiality. Services are available to students from all faculties. Students can access the services whether by referral, personally setting up an appointment, or by coming in to the office during the drop-in hours.

[Insert Program Name Here] provides peer support for UWaterloo students from all faculties. The volunteers are professionally trained in areas of peer support including:
- everyday stress and anxiety
- social and relationship difficulties
- mental health difficulties
- transitional challenges to university life
- challenges in adapting to various cultures

MISSION

[Insert Program Name Here] is a student outreach program, which seeks to promote personal life balance, self-confidence, and resiliency. It is designed to support students who are having academic, social, physical, emotional, cultural, and/or psychological difficulties.

RESPONSIBILITIES

The Federation of Students and the Wellness Portfolio at the University of Waterloo agree to the below distribution of responsibilities. Note: if there is no explicit cost mentioned in the responsibilities below then it is assumed that the owner of that task will absorb the cost or find funds elsewhere. At no point should any cost be put to the individual student using the program.

<table>
<thead>
<tr>
<th>Responsibility</th>
<th>Owner</th>
<th>Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Online Presence, including all social media, hosting the website, and generating posts and managing content</td>
<td>Feds</td>
<td>Minimum 2-3 times per week.</td>
</tr>
<tr>
<td>2. Managing and executing the programs communications plan, see Appendix A</td>
<td>Feds</td>
<td>Minimum 2-3 times per week.</td>
</tr>
</tbody>
</table>
3. Creation of all marketing materials, including but not limited to, print or digital posters and signage, graphics, and logos

4. Co-authority over the programs two student coordinators. Within Feds the hiring and training process will be through the Mental Wellness Commissioner and the Services Manager:
   a. Advertising the job opportunity through leads.uwaterloo.ca and on feds.ca
   b. Recruitment of coordinator candidates
   c. Interview process and final candidate selection
   d. Training, including but not limited to: Mental Health first-aid, peer support, confidentiality and suicide prevention
   e. Training, including but not limited to: media, social media, internal service coordinator training, and recruitment
   f. On-going management through bi-weekly team meeting
      i. In addition to the management meetings there would also be a monthly Feds management meeting coordinated with the Services Manager and the Mental Wellness Commissioner.

5. Funding for capital improvements, 25% of an amount up to $2,500.

6. Funding for capital improvements, 75% of an amount up to $2,500. Additional funding for capital improvements through The University’s resources

7. Updating website content on The University’s wellness website pages. The Feds Communications Coordinator will coordinate with the respective website staff members in the wellness areas

8. Advertising the volunteer opportunity through leads.uwaterloo.ca and on feds.ca for general volunteers

9. Reviewing and selecting the individual general volunteers for the program

10. Promoting general volunteers to take specific responsibilities within the program and ongoing management of the general volunteers

11. Measuring the success of the program, this is including but not limited to, feedback forms, surveys, and focus groups

12. Peer Leader and student tracking and record keeping

IN WITNES WHEREOF the Parties hereto have agreed to this memorandum of understanding for the peer support program, [Insert program name here], as of the Effective Date and will remain in effect until
April 1, 2017. At which time a new agreement will be negotiated to continue to support student’s mental health and wellbeing.

UNIVERSITY OF WATERLOO

Per: _________________________________

Per: _________________________________

FEDERATION OF STUDENTS, University of Waterloo

Per: _________________________________

Authorized Signatory

Per: _________________________________

Authorized Signatory
MATES Peer Mentors

MATES is a student outreach program, which seeks to promote personal life balance, self-confidence, and resiliency. It is designed to support students who are having academic, social, physical, emotional, cultural, and / or psychological difficulties.

Goals

1. To increase awareness of MATES, which provides peer support for students who are struggling with any aspect of their personal student wellness.

2. To encourage students to use the MATES program.

3. To encourage students to volunteer for the MATES program.

Strategies and Tactics

1. To increase awareness of MATES, which provides one on one peer support for students who are struggling with any aspect of their personal student wellness.
   - Create a page for MATES on Feds.ca that outlines what the program offers, where students are able to access the services, etc.
   - Write a press release about the launch of MATES for internal and external media.
   - Write a series of stories prior to and after the launch of MATES: The pre-launch story will be about the program and why it’s a valuable addition for students, the post-launch stories will be a profile of a volunteer and myth busting about mental health.
   - Hold a grand opening for the program in a decorated office space (Feds banner, light refreshments, etc.).
   - Post regularly about MATES on social media, encouraging students to use the service.
   - A social media contest to increase awareness: Have students retweet Twitter posts, and share Facebook posts with mental health facts/MATES facts. Mention the program at the end. Everyone who retweets and shares will be entered into a draw for prizes.
   - Host a grand opening in the office space, and have banners to spruce up the space.
   - Hold a second contest later in the term, and encourage students to post myths about mental health and ask questions to be entered into a draw.
• Have the Promotions Team set up a booth in the SLC to share information about the new program with students.

2. To encourage students to use the MATES program.
   • Post on social media 2-3 times a week about the MATES program, and why it’s important students reach out and learn how to live healthy, balanced lives.
   • Write social media posts about specific MATES services: academic help, cultural help, etc. to target specific groups on campus.
   • Use target social media ads for the MATES program for the week of its launch.
   • Work with the University of Waterloo to have MATES on some of their pages, a homepage ad for the program, and social media promotion.
   • Create referral cards to make available to Dons and at residences.
   • Create pamphlets to make available at the TurnKey Desk, The Women’s Centre, Coop Connection, ICSN, and Glow.
   • Create ads to play on rotation on televisions in the SLC.
   • Create a promotional item to include in the Frosh Kits.

3. To encourage students to volunteer for the MATES program.
   • Write a profile of a current volunteer for Feds.ca. This story will be similar to the Spotlight profiles – it will highlight why the student decided to volunteer, and why the student thinks others should get involved as well.
   • A posting will be on Feds.ca under the “Opportunities” section.
   • Social media posts advertising the opportunity will be made until a sufficient number of applications are received.
   • Reach out to the Arts program and ask for their support in spreading the word to students in specific programs (psychology, speech communication).
**W/in Credit Card Procedure**

*Redemption of Points*

From the use of corporate credit cards the Federation of Students accumulate reward points on an ongoing basis. All points accumulated will be used for benefit of members of Federation of Students.

Points to be distributed will be estimated based on last year’s accumulation and adjusted for any significant changes. Points will not be used to replace any department, or executives, budget. Any proposals submitted are for additional costs or value adding, above budgetary needs.

*Access to Points:*

All areas of the Federation can put forward a proposal to access points. The proposals should come from a Department Manager, an Executive or the General Manager.

Proposal goes to the Fee Approval Committee (FAC) which is comprised of:

1. VP Operations & Finance,
2. General Manager, and
3. President

This Committee will send a response to the applicant within 7 business days. The applicant may submit an appeal to the Committee within 2 business days of the decision made by the Committee. The appeal must include significant new information in comparison to the original proposal. The Committee will send a response to the applicant within 4 business days of the submitted appeal.

Proposal must include:

1. Number of points required
2. Expected purchase
3. Use of purchase
4. Overall benefit to Student and the department/area requesting them
5. Latest date required to receive notice of approval
6. Would this purchase occur whether points available or not (do you already have a budget for this?)

*Priority Areas (in random order)*

1. Travel
2. Promotions/Marketing
3. Staff Relations
4. Volunteer Appreciation
5. Transition(s) – Executive, Board and Council
6. Capital Improvements

*Process to Redeem Points:*

1. Approval of Proposal
2. Fill out Points Redemption Form
3. Put in GM’s mailbox for processing

**Guideline of percentage breakdown for approval and distribution of the total points:**
Proposals submitted will be based on 80% of previous years points accumulated.

<table>
<thead>
<tr>
<th>Percentage of Points (%)</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>Executive portfolios</td>
</tr>
<tr>
<td>15</td>
<td>Campus Life Department</td>
</tr>
<tr>
<td>15</td>
<td>Commercial Operations</td>
</tr>
<tr>
<td>35</td>
<td>Support Areas (Marketing, IT, General Office and Accounting)</td>
</tr>
<tr>
<td>5</td>
<td>Student Life Centre</td>
</tr>
<tr>
<td>10</td>
<td>Other</td>
</tr>
</tbody>
</table>

**Note:** Exceptions can be made, however unanimous approval is required by FAC to move forward with the exceptions.
ETHICAL PURCHASING CONTRACTS

1. The Federation of Students will utilize an ethical purchasing contract in all contractual dealings with all ongoing suppliers engaged in business with the corporation.

2. The Federation of Students will not engage in any business with an ongoing supplier who refuses to agree to the terms of said ethical purchasing contract.

3. The Federation of Students reserves the right to terminate any contract with an ongoing supplier, if said supplier is found to have falsified the ethical purchasing contract submitted to the Federation of Students.

4. Goods and services received through ongoing suppliers must be checked against contracts, waybills, invoices, or delivery notes.

5. At the time of delivery Feds must facilitate the receiving and checking of goods and services from ongoing suppliers whereby the receiving person will have to sign the delivery notes or any other documents during delivery.

6. In some cases, receiving of goods and physical checking of goods or services may be delegated to other officers who are so authorized.

7. Any differences between documents done physical checks should be noted and reported to for action.
BUDGET

1. The Board of Directors will approve the following departmental budgets:
   i. Used Bookstore
   ii. Bombshelter FOH
   iii. International News
   iv. Campus Bubble/Wasabi
   v. Bombershelter Kitchen
   vi. Dispensary
   vii. General Office (20%)
   viii. IT Department
   ix. Commercial Salaries
   x. Student Life Centre

A) Preparation
1. Preliminary budget proposals will be submitted by the departmental managers to the Vice President Administration & Finance and General Manager by the March 1st. These budget proposals will address the twelve-month period commencing May 1st and should include a critical analysis of the department’s spending allocation and its level of service to the undergraduate student population.

2. The Vice President Administration & Finance, Vice President Administration & Finance elect, and General Manager shall meet with the departmental managers to review, discuss, and modify the budget proposals.

3. The Vice President Administration & Finance elect and Budget Committee will then formally prepare the total budget proposal presentation, which at a minimum will include:
   i. The budget’s justification and analysis;
   ii. The total that will be allocated to Students’ Council for provision of services, based upon enrolment projects for the upcoming year;
   iii. A summary of the corporation’s total investments and savings amounts; and
   iv. A review of the previous year’s budget, expenditures, and explanation of notable variances. Using available actuals and previous year’s forecasts.

B) Presentation
1. The budget proposal will be presented to the Board of Directors within the first two weeks of April for a discussion of the overall financial position of the Corporation and to make recommendations of modification.
2. The modified budget proposal will then be presented at the annual transition to the incoming and outgoing Board of Directors.

C) Approval
1. Approval of the budget will be sought by the outgoing Board of Directors at the annual transition. A resolution must be carried by a majority of the current voting membership of the Board of Directors for the budget to be approved.
2. If the outgoing Board fails to approve the budget at the annual transition, appropriate modifications will be made and approval will be sought from the incoming Board of Directors as soon as logistically possible.

D) Modification of Budget
1. The incoming Board of Directors may make modifications to the approved budget

D) Review
1. A summary of expenditures, in comparison to the approved budget, will be presented monthly to the Vice President Administration & Finance, who will be responsible for ensuring that departmental managers are acting in accordance with the approved budget.
2. This summary of budget to actuals will be presented to the budget committee at least once each academic term.
3. A deviation in the expenditures of a budget line from the budgeted amount by greater than 20%, if equal to or exceeding $2000, must be presented to the Vice President Operations and Finance for approval. Greater than 30% and equal to or greater than $5000 must be presented to the Budget Committee.
**AUTHORIZATION OF CAPITAL EXPENDITURES**

1. Capital expenditures will be defined as the cost spent by the Corporation on equipment, equipment assets, or to add, expand, or renovate property. A series of expenditures that are related to a single outcome will be considered as a single total expenditure.

2. Departmental managers may approve capital expenditures for their department up to a total cost of $5,000 if the purchase has been approved through the budgeting processes. Notice of such purchases must be given at least five business days prior to the initiation of purchase to the Vice President Administration & Finance, whom may disallow said purchases. No circumstances will warrant approval of said expenditures without proper notice being given to the Vice President Administration & Finance. Capital expenditures up to a total cost of $5,000 that have not been approved through the budgeting process must be approved by the Vice President Administration & Finance and the General Manager.

3. It will be the responsibility of the appropriate executive or General Manager to bring to the attention of the Board of Directors, at least five business days prior to the initiation of purchase, any capital expenditure that exceeds $15,000. In the event that the notice of five business days cannot be met, both the President and the Vice President Administration & Finance will need to approve the expenditures, and the Board of Directors must be notified as soon as logistically possible.

4. Approval by formal resolution of the Board of Directors shall be obtained prior to purchase by the Executive member or departmental managers for all capital expenditures equal to or exceeding $ in cost. No circumstances will warrant a capital expenditure equal to or exceeding $15,000 in cost without the formal approval of the Board of Directors.

5. All capital expenditures of the Corporation should be done with the expectation that it will benefit the Corporation for an extended period of time and will benefit the Corporation’s service to the undergraduate students at the University of Waterloo.

<table>
<thead>
<tr>
<th>Capital Expenditures will require the following authorization :Amount</th>
<th>Level of Authorization Required</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0-$5000</td>
<td>Departmental Managers (only applies to expenditures previously budgeted for)</td>
</tr>
<tr>
<td>$5000.01-$15,000</td>
<td>Signing Authority</td>
</tr>
<tr>
<td>$15,000.01 – $25,000</td>
<td>Exec Board</td>
</tr>
<tr>
<td>$25,000.01 +</td>
<td>Board of Directors</td>
</tr>
</tbody>
</table>

NOTE: Any purchase made by a Departmental Manager, exceeding $500, must be reported to the supervising Executive.

NOTE: If the approval of the expenditure is denied at any of these levels, approval may be sought at the level above.
ISSUING OF CHEQUES

1. All cheques issued by the Federation of Students must be signed by two of the signing officers, as outlined in the bylaws of the Corporation.

2. The use of a stamp for the authorization of cheques can only be utilized upon approval by one of the signing officers.

3. Cheque requests must be filled out when a cheque is required. All receipts must accompany requests in the case of reimbursement.

4. All cash advances must be followed by appropriate receipts to account for the spending within five business days of the event. Any outstanding receipts can be charged back to the member at the discretion of the Vice President Administration & Finance.

5. The President or Vice President Administration & Finance may at any time order a hold on any part of the Budget pending a direction by Students’ Council or the Board of Directors.
SAVINGS AND INVESTMENTS

1. The Federation of Students shall manage their financial assets in a responsible manner that balances the goals of spending available monies to advance the Corporation’s service to undergraduate students and the need to have sufficient savings to protect against unexpected occurrences. The primary goal of this procedure is to ensure that the total savings of the Federation of Students do not fall below 30% of fee revenue and do not rise above 100% of fee revenue.

2. For the purposes of this procedure, the term “fee revenue” will be defined as the total monies collected annually through the Federation of Students’ fee. Fees that are administered through the Federation of Students, but that are placed in restricted accounts, such as fees for Orientation Week or the Health and Dental Plan, and U-PASS are not to be included in this definition.

3. The Federation of Students will manage their non-restricted financial assets through three core accounts, each of which may constitute multiple banking accounts or portfolios:
   i. the operational fund, which shall be comprised of monies designated for the day-to-day operation of the Corporation through which all business, service, and general office expenses will be funded;
   ii. the short-term investment account, which shall be comprised of instruments with sufficient liquidity and low financial risk such that the account can be used when necessary to support the operation of the Corporation or to pay for Board approved expenditures; and
   iii. the long-term investment account, which shall act as both an internal endowment that generates interest for operational expenses and as a financial safeguard for unanticipated shortfalls in revenue.

4. Restricted accounts are not affected by the provisions of this procedure, as restricted accounts have monies dedicated to a specific purpose and these monies and generated interest from these monies may only be spent on said purpose.

5. This procedure does not limit the ability of the Board of Directors to establish new restricted accounts in which funds for a specific project or future expenditure may be placed.

6. The General Manager shall be responsible for the regular monitoring of all three accounts. The General Manager will provide quarterly reports of investment performance to the Board of Directors.

A) Operational Fund

1. If it is determined at the close of the fiscal year and the conclusion of the external auditing process that the Corporation generated a surplus in the previous fiscal year, then the total of the surplus will be transferred from the operational fund to the short-term investment account.
2. If it is determined at the close of the fiscal year and the conclusion of the external auditing process that the Corporation generated a deficit in the previous fiscal year, then the total of the deficit will be transferred from the short-term investment account to the operational fund if necessary.

3. Monies may be transferred temporarily from the short-term investment account to the operational fund or the transfer of monies from the operational fund may be postponed to cover insufficient monies for the operation of the Corporation upon consent of at least two of the Federation of Students’ signing officers. All transfers must be returned or completed within one fiscal year and notice of such should be given to the signing officers.

B) Short-term Investment Account

1. The short-term investment account’s total value should normally fall between 20% and 30% of fee revenue. Monies that have been transferred temporarily to the operational fund are to be included in this calculation.

2. If at the conclusion of the fiscal year and after any relevant monies have been transferred, the short-term investment account’s total value is below 20% of fee revenue, then a portion of the Federation of Students’ fee will be budgeted for savings and transferred to the short-term investment account to reach the 20% threshold. The portion of the fee dedicated to savings shall not normally exceed 5% of the total fee in any given year.

3. If at the conclusion of the fiscal year and after any relevant monies have been transferred, the short-term investment account’s total value is in excess of 30% of fee revenue, then the Board of Directors shall decide by resolution to do one, or a combination of, the following options:
   i. place the excess monies in the operational fund and budget for them to be spent within the fiscal year on increased operational expenses or Board approved expenditures; or
   ii. place the excess monies in the long-term investment account for savings, if said account contains less than 70% of fee revenue.

C) Long-term Investment Account

1. A qualified financial advisor appointed by the Board of Directors, shall manage the long-term investment account. The financial advisor shall present an annual performance report to the Board of Directors. In consultation with the General Manager, the financial advisor shall be reevaluated at minimum every five years. A Certified Financial Planner and/or Certified Financial Analysis designation should be considered the standard for qualification.

2. The long-term investment account shall be managed with the goal of capital preservation, achieved by earning sufficient return to surpass inflation, supplemented by realizing long-term growth.

3. At the conclusion of the fiscal year, interest generated from the long-term investment account beyond inflation, as defined by the Consumer Price Index of Canada for the preceding calendar year, shall be transferred to the short-term investment account if its total value is below 20% of fee revenue, or to the operational fund. No interest shall be transferred from the long-term investments account if the total monies in both the short-term and long-term investments accounts is lower than 30% of fee revenue,

4. If at the conclusion of the fiscal year and after any relevant monies have been transferred, the long-term investment account’s total value is in excess of 70% of the total monies collected annually
through the Federation of Students’ fee, then the Board of Directors shall decide by resolution to do one, or a combination of, the following options:

a. place the excess monies in the short-term investment account, if the account’s total value will not exceed 30% of fee revenue upon completion of the transfer; or

b. place the excess monies in the operational fund and budget for them to be spent within the fiscal year on increased operational expenses or Board approved expenditures; or

c. plan for a freeze or reevaluation of the Federation of Students’ fee.

5. The Board of Directors may decide to liquidate a portion of the long-term investment account in order to fund other Federation of Students’ projects upon the consent of at least six voting members of the Board by formal resolution. Liquidation decisions should include, at a minimum, analysis of the feasibility of the project and a comparison of the return on the project and the expected return on the portfolio. To maintain transparency and accountability to students, the Vice President Administration & Finance will ensure that any liquidation greater than 10% of fee revenue is be publicly disclosed through appropriate campus media and to Students’ Council.