

STUDENTS' COUNCIL LATE ADDITIONS

Tuesday March 15, 2011
Council Chambers 2-1 University Hall

LATE ADDITIONS (SC 2010-24)

- 2010-24/1 SPEAKER'S BUSINESS
- 2010-24/2 PRESENTATIONS
- 2010-24/3 EXECUTIVE COMMITTEE REPORT
- 2010-24/4 BOARD AND COMMITTEE REPORTS
- 2010-24/4a Ruling 5 of the DIE Board (Yamagishi v. CRO)
Please see document LA 10-24.01
- 2010-24/5 QUESTION PERIOD
- 2010-24/6 BOARD AND COMMITTEE BUSINESS
- 2010-24/7 GENERAL ORDERS
- 2010-24/7j TURNER MOVES THAT Students' Council, on the recommendation of the Chief Returning Officer Interview Panel, appoint Alena Manera as Chief Returning Officer for a term ending May 31, 2011.
- 2010-24/8 INFORMATION ITEMS
- 2010-24/8f Nick Dehod, President-Report
Please see document LA 10-24.02
- 2010-24/8g Zach Fentiman, VP Operations and Finance-Report
Please see document LA 10-24.03
- 2010-24/8h James Eastham, VP Academic- Report
Please see document LA 10-24.04
- 2010-24/8i Strategic Plan Introduction
Please see document LA 10-24.05

2010-24/8j

Strategic Plan Draft

Please see document LA 10-24.06

2010-24/8k

Policy Committee

Please see document LA 10-24.07

Discipline, Interpretation, and Enforcement (D.I.E.) Board

Ruling of the Board

HEARING DETAILS

Style of Cause:	Yamagishi v. C.R.O.
Hearing Number:	Ruling #5 2010/2011
Hearing Date:	March 9, 2011
D.I.E. Board Panel Members:	Megan Mickalyk, Chief Tribune, Chair; John Devlin, Tribune; Kelsey Norton, Tribune;
Appearing for the Applicant:	Colten Yamagishi, Sangram Hasra
Appearing for the Respondent:	Jaskaran Singh, Chief Returning Officer, Students' Union
Interveners:	Natalie Cox, David McBean, Eric Belinger, Steven Dollansky

BACKGROUND

[1] On March 8th, 2011 Candidate McBean sent a text message to the C.R.O. to inquire about sending out an email via listserv later that night. The C.R.O. responded and confirmed that it would be okay to send the email. The C.R.O. gave McBean permission to write and send an email 24 hours later. Candidate McBean asked whether it would not be more appropriate to send the email from the C.R.O.'s account. McBean raised this concern three times, and the C.R.O. made it clear that he believed the email ought to be sent from the listserv moderator. He also instructed McBean that it be sent out before the 9:00 deadline that night. After already confirming that it would be permissible to send the email, the C.R.O. indicated that he would like to see the message. When McBean sent it to him, the C.R.O. indicated that McBean may want to remove the "OPC (Orientation Programs Coordinator)" portion of the email. By the time McBean received this message, the email had already been sent out to certain members of the student body.

[2] The email in question was sent out at 7:45:58 pm by the listserv manager. The content was as follows:

Hey Guys!

Its David McBean, the OPC (Orientation Programs Coordinator) of last year. The SU elections are March 9th and 10th. Please come out and vote!

Thanks,

David McBean

[3] A third party issue was raised because the email was sent out by an individual who was not the candidate, and further the candidate thought the email would be sent out at a later time that evening. However, the third party issue was not relevant to the decision ultimately reached.

[4] Candidate Yamagishi became aware of the distribution of the email later that evening. He believed it to be in contravention of r. 3.12 of the Internet and Email Policy within the Rules and Regulations. Yamagishi attempted to contact both the C.R.O. and Candidate McBean and left voicemails for both individuals.

[5] Early in the morning on March 9th, 2011, Candidate Yamagishi emailed the C.R.O. expressing the above-stated concern. Yamagishi subsequently phoned the C.R.O. later in the morning to follow up with him regarding the email. The C.R.O. acknowledged that he had made a mistake in approving McBean's email and had done so contrary to the Rules and Regulations.

[6] Following this, Yamagishi was contacted by McBean. The candidates agreed that the C.R.O. had erred in his decision to approve the email. Both candidates also agreed that the C.R.O. had made a mistake.

[7] Yamagishi then contacted the C.R.O., who alternatively suggested remedies of allowing Yamagishi to send out a similar email or fining McBean \$70.00. Yamagishi was of the opinion at that time that neither of these options produced a sufficient remedy. He contended that not only would an email be contrary to the Rules and Regulations, but it would also not provide an appropriate counterbalance. He also felt that a fine would not be an adequate remedy, given the time-sensitive nature of the issue.

[8] The C.R.O. did not impose the fine, and the parties instead opted to bring the matter before the D.I.E. Board.

DECISION

[9] The issue before us is whether the C.R.O.'s actions contravened the Rules and Regulations and/or Bylaw 2000 when he allowed Candidate McBean to send an email via listserv. The D.I.E. Board has been asked to determine what would be a fair resolution to this issue. A decision must not only consider any disadvantage to Candidate Yamagishi, but also any unfairness which would result from punishing Candidate McBean for following the inaccurate instructions of the C.R.O. Several possible solutions were suggested to us by the parties, but only one adequately addresses the fairness issue. Allowing Candidate Yamagishi to send out his own mass email at this late hour (voting already having started!) could not possibly serve as an adequate remedy, even if an order permitting it were tailored narrowly to ensure he only contacted as many people as McBean before him had.

[10] Similarly, it would not be just to disqualify Candidate McBean on the basis of an action that he had every reason to believe was authorized by the C.R.O. It is significant that Yamagishi did not target McBean in his initial application to the D.I.E. Board; his complaints were primarily directed at the C.R.O. As per the Rules and Regulations, the C.R.O. had an obligation to inform other candidates and provide them the opportunity to also put forward an email. He also had an obligation to review the content of an email prior to approving its dissemination. There is only one suitable remedy here—a second election.

ANALYSIS

[11] The resolution of this matter relied heavily on the D.I.E. Board's interpretation of s. 41(1) of Bylaw 2000. That provision reads as follows:

41. Campaign Materials

- (1) All campaign materials shall be approved in form, content, and cost by the C.R.O. before they may be used in campaign activities.

[12] This provision creates two distinct sets of obligations; one on candidates and one on the C.R.O. Candidates are required to obtain approval from the C.R.O. before utilizing any campaign material. The

D.I.E. Board recognizes, that, in this case, the C.R.O. did not have access to the content of the impugned email before it was distributed. As a candidate, it was incumbent on McBean to afford the C.R.O. the opportunity to consider the content of any campaign materials, including emails. The C.R.O. was not initially granted such an opportunity, but communicated his approval of the message to the candidate notwithstanding this deficiency. S. 41(1) also imposes duties on the C.R.O. Specifically, the provision confers an obligation on the C.R.O. to refrain from approving campaign materials when he has not had the chance to fully canvass their “form, content, and cost”.

[13] As “approval” is not defined in the bylaws, it is the responsibility of the D.I.E. Board to ascertain its meaning. We interpret the s. 41 requirement that campaign materials be “approved” as placing an obligation on the candidate to seek general authorization from the C.R.O. before disseminating campaign material. Candidate McBean sought, and received, such authorization on several occasions before sending out the email. He acted reasonably and received repeated unequivocal responses to his inquiries as to the acceptability of the email. The C.R.O.’s later request to view the contents of the email came after he had already given his approval, albeit erroneously, to the use of the campaign materials. Although McBean did not provide the C.R.O. with the opportunity to view the message before distributing it, McBean’s actions, in light of his multiple attempts to secure approval, were Bylaw compliant. The C.R.O. erred in granting McBean permission to send the email when the C.R.O. was not familiar with the contents of the message. The C.R.O.’s disregard for the Rules and Regulations relating to elections was further evidenced by his suggestion that the situation could potentially be rectified by permitting the disadvantaged candidate, Yamagishi, to send out a similarly themed email in contravention of bylaws. If a situation does exist where two wrongs make a right, this is not it.

[14] Having determined that fault in these unfortunate circumstances lies with the C.R.O., the appropriate remedy cannot be one that punishes McBean. We now turn to what that remedy is.

REMEDY

[15] Although D.I.E. Board is, to be sure, not bound by its own authority, it is noteworthy that no prior decisions were cited to us during the hearing involving circumstances analogous to these. We find ourselves, therefore, in uncharted waters in crafting a remedy, and we thank the parties for their submissions on the question, which were of great assistance to us as we did so.

[16] We rely upon our general remedial discretion under s. 29 of Bylaw 1500 to “proscribe [sic] any remedy... appropriate and just in the circumstances” to order a new election for the VP Student Life

position, to be governed by the broad outline set out below. We conclude that the broad wording of s. 29 (and the language is *broad*) authorizes us to make this order, and in doing so to depart, where appropriate and strictly in the interests of restoring procedural fairness to this election, from certain provisions of Bylaw 2000. Again, we adopt as a governing principle that a remedy under s. 29 must be no broader than the bare interests of fairness require.

[17] Accordingly, we quash the March 9-10 election for VP Student Life, and further direct that the votes cast for the position of VP Student Life be sealed. The latter order is necessary to preserve the fairness of the new election we direct—the student body must not be left with the perception that one candidate is getting a “second chance” having been defeated the first time around.

[18] We have concluded, in the judicially minimalist spirit of these reasons, that the new election for VP Student Life should be conducted, so far as is practicable, in accordance with the existing By-Election procedures laid out in s. 75 of Bylaw 2000. Directing the use of this existing procedure is desirable for two reasons: first, having been enacted by the student council, s. 75 bears a degree of democratic legitimacy that simply cannot be equaled by a judicial decision, however eloquent. Secondly, council is fundamentally better suited than D.I.E. Board to the crafting of electoral policy, as the former body possesses expertise in this area that the latter is simply not expected to share.

[19] Therefore, our only departure from the existing s. 75 procedure relates to the specific nature of the unfairness in this case. A two-candidate race was derailed here, and we conclude that the new election we direct must, in fairness, also be a two-candidate race, involving the same candidates, should they choose to run. Accordingly, the nomination provisions of s. 75(3) will not apply.

[20] Other than this and other bylaw provisions related to nomination, including ss. 17-21, the new election is to be conducted in accordance with the existing By-Election procedure.

CONCLUSION

[21] We recognize that this result has occasioned the parties significant personal inconvenience. While this is regrettable, it must be remembered that the fundamental matter at issue here is not a race between two candidates. Rather, it is an electoral process, sanctioned, ultimately, by the Alberta Legislature through the *Post Secondary Learning Act*, and subject to stringent fairness regulation by the elected representatives of the students of this University.

[22] As a final hedge to ensure the fairness of our elections, the University of Alberta student government has vested D.I.E. Board with the powerful remedial jurisdiction discussed above. We do not exercise it lightly. That said, as there is nothing more fundamental to student democracy than the fairness and transparency of our electoral processes, we are satisfied that our actions are appropriate here. Nothing short of a new election could effectively remedy the damage that was done in this case. It might have been possible, in the minimalist spirit that should properly govern all discretionary judicial determinations, to devise a less intrusive remedy had the C.R.O.'s actions occurred sufficiently early in the election cycle, but that is not the case here.

[23] We hope the candidates will be able to agree between themselves on campaign conduct during this new election that will serve their best personal and academic interests. We have declined to rewrite Student Union legislation to achieve this end, however, as doing so would not accord with our approach to our remedial jurisdiction.

CORRIGENDUM

In the informal decision released on March 9th, 2011, reference was made to s. 71 of Bylaw 2000. This was incorrect. The correct section is 75, as referenced in this judgment.

March 11, 2011

To: Students' Council

Re: Report to Students' Council

Greetings Council,

To start, I would like to congratulate the winners so far in the SU's 2011 Executive Elections.

President: Rory Tighe

Vice President Academic: Emerson Csorba

Vice President External: Farid Iskander

Vice President Operations and Finance: Andy Cheema

Undergraduate Board of Governors Representative: Raphael Lepage Fortin

Secondly, I would like to thank all of the councilors that made it to the Council Administration Committee last Thursday and commend the Chair of CAC for helping the SU to navigate his unprecedented situation we currently find our elections in. It is an unfortunate reality but I am enthused by the commitment and time people have demonstrated in ensuring a CRO can be found and our elections can continue.

For the next two weeks my time will be primarily focused on external representation and lobbying. Vice President Fentiman will be "covering" for me on a couple of initiatives while I am away, including the Strategic Plan and the PAW Centre. For more on all of these items read on. I will be meeting with President-Elect Rory Tighe in the coming weeks to make sure that a transition schedule is worked out.

CANADIAN ALLIANCE OF STUDENT ASSOCIATIONS (CASA) AGM

I will not be at this Tuesday's Council meeting because from March 13th to 17th I will be in Vancouver for the CASA AGM. Again, with the Vice President External in the Chair position for the CASA AGM, I will be the primary delegate representing the UASU. Here is an outline of the items that will be a part of the itinerary for the week:

- CASA Annual Report to Delegates
- Committee Meetings (I sit on the Pan-Canadian Committee)
- New Federalism Revisited
- Fee Structure Revisited
- CASA Budget Presentation
- Federal Election Strategy
- Voting Structure Review
- Closing Plenary

I will be back Thursday night in time for the Board of Governor's meeting Friday morning.

COUNCIL OF ALBERTA UNIVERSITY STUDENTS (CAUS) LOBBY CONFERENCE

The week immediately following the CASA AGM, I will be participating in the CAUS Lobby Conference. Here is a preview of the items we will be lobbying on:

- Regulating non-instructional fees to prevent institutions from unfairly gouging students;
- Closing the loophole around the tuition cap, guaranteeing the cost of education is predictable for Alberta's students and their families;
- Reducing student debt after graduation and offering more grants and bursaries; and
- Making it easier for students to vote by allowing them to identify their ordinary residence and having polling stations on campus

THE PAW CENTRE

At Council on Tuesday, there will be a presentation focusing on the Schematic Design of the building. The agreement will come to Council at a later date for review and for a motion to direct the President of the SU to sign. Please make sure to ask questions and give feedback on the project so we know that everything is on track.

SU STRATEGIC PLAN

The Strategic Planning Committee has reviewed the feedback received and a final draft of the document will be presented at Council on Tuesday. Vice President Fentiman and I also hope to have a "Bylaw Concerning Strategic Planning" ready for the first reading at the following Council meeting.

FALL READING WEEK

We now have the results of the Fall Reading Week Plebiscite. As a refresher, the plebiscite question was essentially asking whether or not students were willing to come back one week early in order to have a full week off in the Fall Semester.

The total number of ballots was 4,582 with 55% of students voting in favor and 45% voting against. The number of students in support is consistent with the results from our undergraduate survey completed in November. In the survey, with a response of 6,842, 56% were in favor of starting a week early, 27% were against, and about 17% had no opinion.

I am generally pleased with the results of the plebiscite. The data from the plebiscite along with the undergraduate survey are invaluable in moving the initiative forward. I will be meeting with the University and the new executive team in the coming weeks to discuss next steps. I also hope to answer any questions you have at the next meeting of Students' Council.

If you have any further questions, suggestions, or concerns, please do not hesitate to follow-up with me, either in person at SUB 2-900, by phone at 780-492-4236, or by email at president@su.ualberta.ca.

"To hell with circumstances, I create opportunities" – Bruce Lee

March 14, 2011

To: Students' Council

Re: Report to Council

CUPE Local 1368 Collective Agreement

We have formally initiated via letter the collective agreement negotiations with our staff union recently. This process is likely to begin late this week and will hopefully be complete before the end of my term.

Budget

We have begun preliminary budget tinkering (as much as is possible to do without official approval from council). It is still initially appearing to be the case that one or two business units is in a deficit position *after* the cost apportionment exercise.

Health and Dental Plan

Rory and I have been working with studentcare to renegotiate our health plan premiums with our insurer. More on the options will be presented at council, but we are expecting an increase in premiums. Survey data was also collected that indicates students are largely in favour of maintaining current benefits even if an increase is required to do so—again more on this in the presentation.

Health Centre Advisory Group + UHC Director Selection

I will continue be involved with the UHC Director selection process as a student representative, specifically on March 17.

Students' Union Strategic Plan

The Students' Union Strategic Plan is ready for submission to Students' Council—since Nick is away at the CASA AGM, I will present the final draft. We are also working on drafting bylaw to enshrine the plan that will appear before council at the next meeting.

PAW Centre

We're still working on the final agreement for council's ratification. It is currently undergoing a process of legal review.

Yours,
Zach

Hello Council,

Here is a summary of what is going on in the Academic Portfolio:

First off, I would like to congratulate all the successful candidates so far in this year's executive election. I would also like to wish all of the candidates in the upcoming election good luck.

COFA

I have written letters to both the Dean of Students and the Dean of Science informing them of my intention to recognize the ISSS as a Faculty Association. This recognition is contingent upon the successful completion of the ISSS elections.

As you may have noticed, the agenda package is full of bills related to bylaw 8100, these have been on the COFA agenda for the past eight months, with accompanying documents for five of those months. I have tried as hard as possible to incorporate feedback from FA's, and I think we have come up with a reasonable suite of changes to the bylaw.

Teaching

The Festival of Teaching was last week, I hope all of you had a chance to catch some of the sessions around campus.

The Teaching and Learning Enhancement committee met on March 4 to adjudicate submissions. Official results should be out soon. Congratulations to all the winners.

APPRTF

The academic policy and process review task force met last week. The discussion primarily focused on simplifying the transfer of credit from study abroad terms to the U of A.

University of Alberta Students' Union

STRATEGIC PLANNING AND REVIEW PROCESS

Strategic Planning is a fundamental activity of any organization and helps define its direction and priorities on behalf of its stakeholders. The Students' Union's first Strategic Plan was created in 1992. It was updated in 2001, as part of a process that envisioned rebuilding the entire business planning process of the Students' Union. Given the growth of the organization, the changes in the surrounding environment, and the continuing growth and sophistication of the Students' Union and its programs, this year the Students' Union is reviewing and creating a new Strategic Plan.

In September of 2010, a 12 person committee comprised of SU executives, SU staff, students' councilors, and students-at-large, began reviewing and writing a new strategic planning document. After meeting throughout the Fall Semester, the committee is finally prepared to get your feedback on the draft plan.

The Strategic Plan

The document is split into two sections, the first section comprised of the Mission, Values, and Vision.

- A **mission statement** defines precisely what the organization's purpose and focus is.
- A **values statement** defines what the organization stands for and how it will interact with stakeholders to achieve the vision. Values lay the foundation of an organization's character.
- A **vision statement** defines the future state toward which the organization will strive. Vision expands on the mission to encapsulate the organizational aspiration and longer -term focus.

The second section includes the Strategic Goals.

In the context of our planning process, **Strategic goals** define a general state of affairs that we intend to achieve in specific functional areas. This represents where we will devote time, energy and resources, and must be directly traceable to the mission and vision of the organization. In determining what the strategic goals of the Students' Union should be, the Strategic Planning Committee first reviewed planning assumptions that had focused attention on what types of goals and initiatives we need to succeed. These are the **Critical Success Factors**, and are included in the Strategic Plan to allow the reader to understand the basic assumptions which have been made in identifying "those things that must go right, individually and collectively, in order for the organization to achieve its mission and vision".

In order to achieve our strategic goals (and measure our progress towards reaching them), the organization will have to redevelop the generalized strategic goals to a more operational level, in the form of Strategic Objectives that will be outlined in the Executive Plans. Based on specific strategic goals, a strategic objective identifies a specific program, project, or idea that contributes to the strategic goals, and adds some metric for achievement. Strategic objectives are more measurable and concrete, allowing progress to be tracked through the Executive Plans as well as Departmental Operating Plans, and they are generally

subject to annual review. Priorities on strategic objectives and executive/departmental goals are derived on an annual basis from a process involving Council, Executive and Students' Union staff and volunteers.

The Strategic Plan is intended to play two roles:

- 1) As a document which communicates to the constituencies and stakeholders of the Students' Union the intended areas in which the organization will focus its time, energy and resources over a period of time; and
- 2) Provides the base from which the advocacy, services and business areas of the Students' Union can derive their own set of specific goals and objectives with the purpose of meeting the overall strategic plan of the organization. On an annual basis, advocacy, services, and businesses must develop a clear set of critical goals and objectives which are defined as specific, measurable targets that must be achieved in order for the organization to succeed in meeting its mission and vision.

University of Alberta Students' Union
Strategic Plan 2011 - 2015

Mission

The Students' Union exists to serve and represent University of Alberta undergraduate students in order to support their pursuit of knowledge and enhance their university experience.

Values

Who we are is expressed, in large part, by the values we live by. As an organization, our shared values guide our actions and shape our culture.

Stewardship

We value practicing responsible governance by following accountable, transparent, and stable democratic processes within a collaborative culture of honesty and integrity.

Innovation

We value approaching challenges with openness, ingenuity, and initiative, while embracing change and encouraging creativity.

Compassion

We value respecting and supporting the rights, dignity, needs, and talents of all within an inclusive, diverse, and safe community.

Sustainability

We value ensuring the ability to serve current and future generations by being socially, environmentally, and economically responsible.

Citizenship

We value fostering an environment that encourages critical thinking, leadership, personal growth, professional development, and active participation in the community.

Vision

Our Students' Union will reflect the passion, ambition, and unbounded potential of our members. We will strive to exceed student expectations by championing their interests and needs, playing a central role in how they engage and connect with their university.

CRITICAL SUCCESS FACTORS

These Critical Success Factors are strategic themes that the Students' Union must pay attention to in order to fulfill its Mission and Vision.

1) Good Governance

As a democratic, representative organization, good governance processes are the foundation of our legitimacy and effectiveness. Our governance processes should be characterized as:

- a) **Student-directed**, with the ultimate authority in the Students' Union resting with elected students;
- b) **Responsive to students**, accurately reflecting the needs and wishes of members;
- c) **Transparent and open**, ensuring accountability and enabling an ongoing dialog with students and stakeholders;
- d) **Well-understood**, with clear lines of responsibility and a shared understanding of our mandate;
- e) **Responsible and ethical conduct** in our daily operational and advocacy efforts; and,
- f) **Vibrant**, with competitive, fair, well-contested elections and an engaged student leadership.

2) Engagement

Our mandate to enhance the experience of students requires that we encourage and foster the involvement and engagement of students. We encourage engagement by:

- a) **Developing student leaders** and fostering an environment of empowerment;
- b) **Maintaining a strong image and clear identity**, distinguishing the SU within the larger University community;
- c) **Actively promoting strong campus spirit**, encouraging identification with the University community;
- d) **Providing opportunities for students** to make a real, direct, and positive impact on their immediate community; and,
- e) **Increasing the involvement opportunities** available and communicating them and the benefits of involvement to students.

3) Planning and Assessment (Continuous Review)

Improving how well we meet our mission and adapting as our environment changes requires that the Students' Union have strong planning and effective assessment practices in place. Key elements of those practices include:

- a) **Understanding the needs of our members**, and our other stakeholders, to ensure that our programs and activities are meeting their needs;

- b) **Effective planning and evaluation mechanisms**, to define what we want to do and how we will measure our progress;
- c) **Encouraging ongoing innovation and improvement**, by providing the resources, systems, and an organizational culture that empowers staff and volunteers to develop effective long-term solutions; and,
- d) **Transparency of success or shortfall**, being honest about what works and what doesn't, and using our experiences to learn and do better the next time.

4) Resources

To be successful, the Students' Union must have access to the appropriate human, financial, and technical resources, coupled with the required physical and space assets. This situation will be characterized by:

- a) **Sufficient financial resources** to support short-term flexibility and long term viability;
- b) **Motivated, qualified, and well-supported personnel**, both employees and volunteers, coupled with effective recruitment, retention, and staff development programs;
- c) **High-quality physical and space assets** sufficient to allow the organization to both deliver its existing program and to pursue new opportunities;
- d) **Efficient information systems and operating processes** that match program needs and allow for growth; and,
- e) **A sustainable approach** to resource use, keeping in mind the social, environmental, and economic impacts of our actions.

5) Continuity and Transition

With change being a defining characteristic of the Students' Union's organizational design, effectively managing for continuity and transition are essential. In our context, this requires:

- a) **Strong records management**, to ensure the accessibility and usability of current and past records;
- b) **Developing student staff effectively**, to allow elected and term staff to quickly learn their roles and how they fit in, and contribute, to the overall operations of the organization; and,
- c) **Strong internal communications**, to allow ideas and information to move easily throughout the organization.
- d) **Fostering a common identity and unifying organizational culture** within the Students' Union.

6) Credibility

As a representative organization, the Students' Union's credibility with stakeholders is essential to success. Our credibility is demonstrated by:

- a) **Establishing a relationship of trust with our stakeholders**, based on our open and honest communications with them;
- b) **Being consistent and fair** in our relationships with individuals and communities; and
- c) **Demonstrating competence and consistency** in both the actions we take and way we communicate.

STRATEGIC GOALS

The strategic goals outline the key priorities of the Students' Union, stated broadly. They drive the development of specific programs and objectives within individual departments of the Students' Union, as outlined in Executive goal statements, Operating Plans and budgets.

1. Effective representation and advocacy of student needs, and ensuring clear accountability of student representatives.
2. Establish an environment that promotes student spirit and involvement, and maximizes students' sense of ownership of the Students' Union and their university experience.
3. Develop an expansive communication infrastructure to support effective communication both internally and externally.
4. Ensure the seamless continuity and transition of elected representatives, staff, and volunteers on an ongoing basis.
5. Support the educational and university experience of students by providing relevant programs and services.
6. Provide sufficient and sustainable financial, human, capital, and technical resources to achieve the mission of the Student' Union.
7. Create and maintain systems and a culture that support continuous review, evaluation and ongoing improvement.



POLICY COMMITTEE SUMMARY REPORT TO COUNCIL

Date: **March. 11, 2011**

Time: **4:15 pm**

2010 – 2011 **MEETING #16**

Motions

1.	<i>EASTHAM</i> moved that <i>the student loans policy remain as is.</i>	<i>CARRIED</i> <i>6/2/0</i>
2.	<i>HUYNH</i> moved that <i>all the amendments to Mandatory Non-Instructional Fees Policy to be approved.</i>	<i>CARRIED</i> <i>8/0/0</i>
3.	<i>EASTHAM</i> moved that <i>the amendments to the Tuition policy be approved.</i>	<i>CARRIED</i> <i>8/0/0</i>