



ANNUAL PLAN

Federation of Students' *Board of Directors*

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Letter to the Membership


Dear Feds members:


This year the Board of Directors has been working hard to bring greater clarity and accountability of our body to your elected representatives at Students' Council and to you as our shareholders. Establishing this *Annual Plan* sets our our vision for the organization for our term of office and thus far has guided our decision making principles in congruence with our Long Range Plan and consistent with our corporate charter. This is the first year the Board has developed such a plan and we will continue to proactively communicate our objectives to students going forward.

The Federation prides itself on respecting responsible student governance, proactive advocacy for students on post-secondary education matters, providing affordable and accessible services, and empowering undergraduate students in the University of Waterloo community. The Board is committing to improving accountable corporate governance, strengthening transparency of commercial operations to the membership, supporting staff, and improving organizational transition to mitigate turnover risks.

This plan was developed over the Spring 2018 Academic Term and formally approved on September 20th, 2018 by the Board. Our Annual Plan will impact organizational priorities over the year and guide its direction. We are proud to continue to serve, represent, and empower our members.

Respectfully,


Seneca Jackson Velling,
Chair of the Board


Richard Wu,
President

1 GOVERNANCE OBJECTIVES

1.1 STRATEGIC DECISION MAKING

Moving toward greater strategic decision making in Board chambers is essential for effective stewardship of the corporation. We seek to establish and support a robust committee process for in-depth discussion and review of delegated topics. To achieve this we will transfer greater responsibilities to the Board's committees and ensure committees report directly to the Board. By taking full advantage of committees to tackle issues outside of the Board room, discussion in the boardroom will remain strategically oriented.

1.2 EXPLORING BOARD-COUNCIL CONNECTIONS

An independent student government, led by elected student representatives, is essential to Feds. The Board will continue to *actively* promote and maintain responsible student governance of the organization.

We will develop reasonable connections between the Board of Directors and Students' Council to balance Council's popular mandate with the corporate responsibilities Board holds in trust. This includes assessing opportunities for joint-committees and working groups between corporate governance and student governance.

1.3 GOVERNANCE REFORM

The Board is committed to supporting an empowered Students' Council to ensure accountability of the Board while protecting the Annual General Meeting (AGM) of the corporation. To achieve this goal we intend to:

- Continue examining and implementing the recommendations of the Fall 2017 General Meeting's requisitioned Task Force for *General Meeting Engagement & Council of Delegates Reforms* to enhance the accessibility of the AGM and promote greater direct representative powers of Council; and
- Advocate for reforms to the policy and bylaw amendment process to ensure a framework exists for Board-Council dialogue, research-informed decision making, and member consultation.

2 ACCOUNTABILITY & TRANSPARENCY OBJECTIVES

We have committed to supporting greater accessibility of Federation information, particularly that which pertains to governance, member dues and finances, and commercial services.

The Federation is committed to:

- Ensuring minutes are an accurate reflection of debate and codify all decisions. Minutes and agendas, as well as attachments, should be posted in a timely manner for the membership. Summary of public actions should be made accessible to the Students' Council and membership periodically.
 - Set thresholds for when decisions are deemed in need of consultation or publication (beyond the record of debate) should be established.
- Improving student awareness and publicizing digests of what the corporation (via the Board, Council, and Executive) is doing. Establish comprehensive communication guidelines for communicating when decisions made by the Board warrant public notice or consultation.
- Communicating changes to member dues in a manner that explains the nature of such changes and justifies such action.

2.1 MEMBER ENGAGEMENT

Engagement in the Federation of Students is essential to healthy functionality. The Federation will prioritize strengthening elections, referenda, and survey participation. The student union is only as strong as its membership enables it to be; promoting engagement in student government builds trust and ensures accountability of elected officers.

2.2 EXECUTIVE BOARD ACCOUNTABILITY

Improving the accountability of the Executive Board to the Board of Directors by implementing regular summaries of actions or decisions for more comprehensive updates on organizational activity.

3 COMMERCIAL OPERATIONS & BUSINESS PRACTICES

The Federation will establish a long term vision for our owned and operated businesses aimed at financial sustainability. We will develop clear and consistent reporting of budgetary and financial matters to the Board of Directors.

We intend to improve the accountability link between Feds owned and operated businesses and the shareholders. Publishing financial summaries will enable the membership to know how businesses are performing and to learn what long term strategies exist. We will explore what other student unions disclose in terms of commercial operations. Finally, the Federation will publish clear business summaries and bottom lines for our commercial operations.

4 FINANCES & HUMAN RESOURCES

4.1 VALUE-FOR-MONEY

We wish to ensure and communicate to our members the value-for-money in all operations and decisions made by the organization. Pursuant to corporate Policy 51, Value-for-Money, passed by Students' Council, the Board will be improving demonstration and communication of the value in the expenditure of member dues.

4.2 SUPPORTING THE FEDS' STAFF

With respect to Human Resources, we will be proactively supporting staff and verifying that operational and managerial expectations are met. To facilitate this process, we will be providing opportunities for senior management to present to Board on matters of strategic interest. Moreover, we intend to facilitate staff comfort and trust in the Board, as a responsibility for Directors now and in the future.

5 SUPPORTING ORGANIZATIONAL TRANSITION

The Board is focused on improving the organization's transition, including in length and extent of training provided to Directors as stewards of the corporation. We intend to:

- Establish an *ad hoc* committee to explore best-practices and history of transition, and compile recommendations for implementation by the Board to improve the process in the coming Fiscal Year;
- Explore methods to mitigate turnover risk, including the term of office for Directors;
- Introduce a checklist for transition of the Board and ensure Directors are familiarized with the staff structure, corporate structure, and accountability mechanisms in place for the organization;
- Expand breadth of training for Directors (eg. financial, human resources, and legal).
- Introduce greater support and professional development for Officers of governance bodies of the Federation – particularly the Corporate Secretary and Chair of the Board.

5.1 ORGANIZATIONAL GOVERNANCE CALENDAR

The Federation will establish a global "Feds' Governance Calendar" for the entire organization (Executives, Board, and Council) encompassing monthly deadlines and activities to keep governance on-track and aware of forthcoming requirements.

5.2 TEAM BUILDING

We will organize Board social events and team building opportunities to facilitate group dynamic and promote a strategic mindset among Directors.

6 GENERAL STRATEGY OBJECTIVES

6.1 FEDS BRAND & IDENTITY

The Federation's Long Range Plan emphasizes that the organization will cater its identity to better encourage UWaterloo spirit. In alignment with this, the Board aims boost Feds identity and brand at Waterloo.

6.2 MEASURING BOARD SUCCESS

Reforming Board practices and Executive compensation requires measurement of success. To do this we will:

- Create transparent and robust Executive pay assessment tools for future pay adjustments;
- Revamp performance evaluation procedures for the Executives; and
- Develop metrics for follow-through on Board goals and assessing organizational success in achieving our long term vision.

