



ANNUAL PLAN

Federation of Students' *Board of Directors*

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Letter to the Membership

Dear members of the Federation of Students,

We are pleased to present to you the Board of Directors' *Annual Plan* for the 2019-2020 governing year. This plan establishes the Board's vision for the Federation during our term of office and sets direction on the organization's priorities. The plan will further guide our decision making process, along with the Executive's Action Plans, our Long Range Plan, and our corporate charter.

This plan also provides more accountability and clarity of what our body does, and is planning to do, for your elected representatives at Students' Council and to you as shareholders. We will continue to do our part to ensure we are a responsible student government.

This plan was developed with the input of all Directors over the beginning of our term, and formally adopted by the Board on July 9, 2019. If you have questions on any aspect of the contents of this plan, please do not hesitate to contact us.

Respectfully,

Connor Plante

Connor Plante,
Chair of the Board

M. Beauchemin

Michael Beauchemin,
President

1 GOVERNANCE OBJECTIVES

1.1 INTERNAL REVIEW OF EXECUTIVE STAFFING STRUCTURE

A well functioning organizational structure is critical to ensuring we have the ability to deliver on our mandate to students. While the organizational structure has been reviewed and amended in recent years, the structure of the four executives has not been examined. These roles provide leadership and strategic direction to the organization, and therefore it is important to ensure the most effective system is in place. The Board will conduct an internal review of the Executive staffing structure based on best practices of leading not-for-profit institutions and environmental scans of other student unions that excel in strong internal governance, effective service delivery and have strong advocacy on behalf of their members.

1.2 INTERNAL REVIEW OF BOARD OF DIRECTORS AND OTHER GOVERNANCE STRUCTURES

The Board recognizes the importance of making sure its own body is functioning to the best of its ability. To achieve this, the Board will consider a number of potential options:

- The value of staggered elections, with two year terms, for non-executive Directors. The model would make the transition process more efficient and would reduce the amount of institutional knowledge that is lost with a constant single year turnover of Directors.
- Explore the value of the Vice-Presidents of the Corporation being voting members of the Board.
- Examine various models of formalizing the role of the Secretary of the Corporation. This would allow for greater transparency and consistency in record keeping.
- In conjunction with the current redevelopment of the Federation's Long Range Plan, the Board will look into how governance reviews could be better incorporated to follow the long range planning cycle which would ensure they remain strategically focused on setting up the governance structure to execute the goals of the long range plan and promote the objects of student government per the Charter of the Federation of Students.

1.3 ACADEMIC SUPPORT AND ADVOCACY

Supporting students in their academics is a core function of a student association's existence. The Board will provide direction to emphasize that academic support and advocacy aspects of the organization are a top priority and will ensure that these service areas have the appropriate resources available to them to execute on the priority.

2 COMMUNICATION, ACCOUNTABILITY & TRANSPARENCY OBJECTIVES

Building on improvements of this past year, we continue to support greater transparency and reporting to the general membership on decisions being made, especially with respect to budgeting, member dues, and governance.

However, we also recognize the importance of making this information available in a way that is easily digestible to the student body. To this end, we will examine what our current transparency level is, relative to industry best practices. If gaps are identified, we will rely on the expertise of the Marketing and Communications Department to find areas of improvement and work to establish principles on what public facing documents should look like, taking into consideration accessibility, visibility and readability. The Executive will account for the Marketing and Communications Department's workload in the implementation of this initiative and the Board will explore the possibility of allocating further resources to meet this objective.

3 BUSINESS PRACTICES & COMMERCIAL OPERATIONS

The Board will work towards the long-term objective of improving the financial sustainability of our commercial operations so they can be used to better support other aspects of the organization. This will include implementing a plan for the revitalization of our commercial operations spaces that will aim to meet student needs, while respecting the financial position of the organization.

4 FINANCES & RISK MANAGEMENT

4.1 FINANCIAL HEALTH

With a change to our fee structure imminent, it is crucial that the organization's finances are properly assessed and monitored. With the assistance of the *Budget and Appropriations Committee*, the Students' Council, and the Vice President, Operations and Finance, the Board will:

- Review both current and historical positions of financial health and recommend areas of improvement;
- In conjunction with the development of the Long Range Plan, set long-range targets and metrics to assess financial viability and solvency; and
- Thoroughly re-examine the evaluation process for large proposed expenses and how the commitment would impact the organization's financial position under a partially optional revenue stream.

4.2 IMPROVE RISK MANAGEMENT PRACTISES

Sound risk management practices are important to any organization's success as it allows for threats to strategic goals to be mitigated. Through the *Risk Management Committee*, the Board will reevaluate how risk is assessed in the organization and will issue updated risk assessment tools, in line with industry standards, that can assist in this process.

4.3 STUDENT SOCIETY AUDIT

As required by law, the Federation receives an independent audit on an annual basis, of its financial position. This audit includes Student Societies, and the Board recognizes the importance of working in partnership with these parties in facilitating the annual audit. Therefore, we will work with Student Societies to create clear and transparent procedures in respect to the auditing process that are fair to all parties, while upholding legal and statutory obligations.

4.4 IMPACT OF THE STUDENTS' CHOICE INITIATIVE

The required implementation of a partial opt-out fee structure will require the organization to monitor its impact. To do this, the Board will review reports of the Vice President, Operations Finance pertaining to opt-out fee data and use this information to revise strategic mandates, service models and existing delivery of services to the student body.

Further investigation will also be done to identify new sources of revenue to make the organization less financially reliant on student fees.

5 HUMAN RESOURCES

5.1 ACTIVITY BASED BUDGETING

Full time staff are an essential aspect of our organization. Their salary and benefit expenses are also take up a majority of our budget, and therefore it is important that their work be tied to the priorities of the organization. To do this, the Board will explore a model of activity-based budgeting for our operations to ensures that salaries are tied to activities approved by Students' Council or set out in the long-range or annual plan of the Board of Directors.

5.2 ADVOCACY AND GOVERNANCE

To stay consistent with advocacy being a top priority of the organization, the staffing levels of said area must be at a level that allows this priority to be achieved. The Board will conduct a comparison of the resourcing provided to advocacy and governance in similar sized institutions

to our own, to determine if our financial and human resource levels are appropriate for both advocacy and governance departments.

6 LONG RANGE PLAN

This year, led by the work of the *Select Committee on Long Range Planning*, the Board will be overseeing the process of developing a new Long Range Plan for the organization. This plan will outline goals and guide strategic direction for a period of approximately five years. This review will frame a forward looking strategic approach to the organization following analysis for the last long-range plan and associated annual plans, strategic plans, and policy objectives.

7 TRAINING AND TRANSITION

The Board will continue to focus on improving the transition process for individuals serving in governance roles within the organization, including Directors. Led by the work of the *Ad Hoc Committee for Organizational Transition*, we will:

- Further improve on-boarding and support for Directors by receiving continuous feedback from past successes or failures.
- Record best practises in a transition document so knowledge is retained beyond the term of any individual Director or Board.
- Ensure training on the financial aspects of the Corporation are emphasized including having Directors properly informed of the Corporation's financial position at the beginning on their tenure and training Directors in the evaluation of finance and risk.