



GOVERNANCE REVIEW: IMPLEMENTATION

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Presentation Outline

- **Review:** what the panel recommended
- **Progress:** what we've done in response
- **Application:** if approved, how will decisions be made next year, and what are the next steps?
- **Proposed AGM III:** what, exactly, will you be asked to approve?



Review: Challenges

- **Disempowered Council:** Executive dominates legislative agenda
- **Unclear roles and responsibilities:** who does what is personality driven, not policy driven
- **No branch of government takes the long-view:** short 'term limits,' which can lead to overly short-term decisions, and leaves too much 'power' in hands of management



Review: Proposed Solutions

- **Executive Job Descriptions:** Clear boundaries of authority
- **Standing Committees of Council:** Roll up sleeves in committee, and approve work at Council
- **‘Separation of Powers’:** Empower Council, Executives focus on portfolios and day-to-day, External ‘Board of Directors’



Progress: what we've done

- Taken recommendations of the Review Panel, and translated them into:
 - By-Law #1 amendments that enshrine separation of powers between three branches of government (external Board, Council, and Executive)
 - drafted Council Committee Terms of Reference
 - drafted Speaker of Council Terms of Reference
 - updated Executive job descriptions



Applications: what changes?

- Many current 'powers' of the Executive will be in Council's hands: Policies and Procedures, By-Law Amendments, 'big picture' direction setting; President is only Executive that retains a vote on Council, but cannot move motions
- A Speaker that reports to Council and has expanded responsibilities to oversee Council operations



Application: what changes?

- Expanded Council Standing Committee system (plus subcommittees):
 - Student Life,
 - University Affairs
 - Communications
 - Finance
 - Campus Issues
 - Agenda and Operations



Application: what changes?

- 9 member external 'Board of Trustees' that recommends approval of the annual budget and objectives to Council; authority to borrow funds and manage organization's investments; advises on long-term planning; members serving three year terms, and are a source of advice to the organization; President sits as a 10th, non-voting member



Application: how decisions are made?

- **Scenario 1:** A Councillor brings a motion to Council mandating the USC to reduce its carbon footprint by 25 per cent over the next three years
- The motion is referred by the Speaker of Council to the Council Campus Issues Committee



Application: how decisions are made?

- The Committee:
 - **Does its homework:** Testimony from VP CI, VP Finance, General Manager, Campus Sustainability Coalition; other background research
 - **Debates the merits of the issue:** summarizes opinions for and against
 - **Makes a decision:** passes an amended motion, requesting a 20 per cent reduction over five years
 - If the Committee had rejected the motion, Council could overturn Committee decision by a 2/3 vote



Application: how decisions are made?

- At Council:
 - **Committee Chair makes a presentation:**
Summarizes the committee's decision, but also presents dissenting opinion; moves motion for approval on behalf of committee
 - **Council debates motion:** can amend the committee's motion, accept the motion as presented, reject the motion outright, or send it back to committee for more work



Application: how decisions are made?

- At Executive Council:
 - **Executive Council debates Council approved motion:** Examine anything the Council may have missed, do due diligence from the Executives' perspective; must approve or reject motion within 10 days, or the motion will be deemed 'approved.'



Application: how decisions are made?

- At Executive Council:
 - **If approved:** the Executive and Civil Service will implement the mandate, and the Council will hold them accountable for doing so.
 - **If rejected:** the Council may overturn the Executive decision with 2/3 vote. Implementation would follow.



Application: how decisions are made?

- **Scenario 2:** The Finance Committee directs the VP Finance and Civil Service to produce a budget that meets several priorities: no base fee increase, more support for clubs, and a balanced budget
- The VP Finance and Civil Service create a budget that meets the priorities established by Finance Committee, and the President presents the budget to the Board of Trustees

Application: how decisions are made?

- At Board of Trustees:
 - Lots of questions asked re: budget assumptions, alignment with strategic vision, and financial practices
 - Board satisfies itself that the budget aligns with long-term plan and is based on sound financial analysis, and moves a motion to recommend the budget to Council
 - Budget goes to Finance Committee



Application: how decisions are made?

- At Finance Committee:
 - Committee receives a report from the Board of Trustees that recommends the budget
 - Committee asks VP Finance and Civil Service lots of good questions
 - Amendments could be made
 - Committee approves budget



Application: how decisions are made?

- At Council:
 - Council receives report from Finance Committee chair, and invites VP Finance to give a budget presentation
 - Approval held over for two weeks so Councillors can review the budget in more detail
 - Councillors could approve the budget – could also amend budget, or send it back to Finance Committee for more work



Application: how decisions are made?

- At Executive Council:
 - Executive Council does their due diligence
 - Have option of approving budget, rejecting budget, or sending budget back to Council with suggested amendments (Council could overturn Executive veto and/or amendments with a 2/3 vote)
 - Once approval is granted, the civil service and executive develop business plans to implement the budget.



Proposed AGM III

- The new By-Law and Terms of Reference will be distributed within the next few days so Council has time to review in advance of AGM III
 - By-Law changes are currently under legal review
- Both the outgoing and incoming Councils will be voting on an amended By-Law #1, and new Speaker/Committee Terms of Reference
 - Having two Councils approve the changes gives the decision more legitimacy



Next Steps after AGM III

- If changes fail, Council will need to determine what to do next: abandon entirely, or study issue further
- If passed, the 2010/11 Council and Executive would operate under the new governance system, and Committees would be elected before in March/April
 - Board of Trustees recruitment will need to begin, with a goal of getting it up and running for next budget season
- The new Speaker and Government and Administrative Services department would work to create a legislative calendar that ensures the new system works efficiently, and would also work with Agenda and Operations Committee to review all policies and procedures



Available for Questions

- Revised by-law and committee terms should be distributed on Thursday via e-mail
- I'm available for questions, so please come and see me

