



Executive Committee and Executive Roles

Policy Owner:	Executive Committee
Audience:	Executive Committee, Board of Directors, Members
Approved:	March 10th, 2015 Board of Directors Meeting
Last Reviewed:	February 4, 2020
Last revision approved:	August 11, 2020 Board of Directors Meeting
Review Schedule:	Annually each summer

1 - Introduction

This Policy provides basic “job descriptions” for the Executive Committee and its members. These provide an outline of each Executive Committee member’s portfolio and enhance role clarity in order to make the Executive more effective in their work. Though these descriptions are specific in some cases, they do not necessarily cover all the facets of an Executive’s work throughout the year. Additionally, as new roles & responsibilities evolve within the organization this document can help members of the Executive determine and document which Executive Member should take on a given responsibility

These descriptions reflect and expand upon the Constitution of the Students’ Union of the University of Regina Inc. and are intended to provide a detailed, easy to read guideline for future executives. This Policy also identifies and clarifies the role of the Executive Committee as a strategic governance body of the organization.

2 - Definitions

URSU	- the Students’ Union of the University of Regina Inc.
Services	- all functions of URSU designed to provide benefit to the membership (with the exception of advocacy). Services include; the Health and Dental plan, Food and Nutrition support programs, Student Advocacy, Transit, the Used-Book Sale, Lockers, Tutoring & Housing Registries, and other services as they are developed.



3 - Policy

3.1 - Executive Committee

The Executive Committee is comprised of the President, the Vice-President Operations and Finance (VPOF), the Vice-President Student Affairs (VPSA) and the Vice-President External Affairs (VPEXT). Though it is similar in some ways to the Board of Directors, the Executive Committee is a distinct entity that is granted limited powers and responsibility by the Board of Directors in order to ensure the good functioning of URSU in day-to-day operations. The Executive Committee is chaired by the President. In addition, the GM serves on the committee ex officio without a vote except as provided for in URSU's Committee Policy.

The Executive Committee is responsible for;

- Effective day-to-day direction and operation of URSU
- Following and implementing the Policies and directives of the Board of Directors
- Making decisions on expenses relating to individual projects (approval limits dictated by the Financial Policy)
- Making decisions that are delegated to the Executive Committee in Legislations, the Constitution, Policies or Bylaws of the Corporation
- Setting the Executive Committee meeting schedule
- Recommending the schedule of Elections and the AGM/SGM to the Board
- Recruiting, recommending and hiring for certain roles in the organization e.g. Chairperson, General Manager (though not other staff members who are below the General Manager - see Vice-President Operations and Finance for more)
- The performance management of the General Manager including but not limited to discipline, professional development, compensation management and termination. Termination of the General Manager without cause is conditional upon
 - the recommendation to the Board of Directors of a majority of the Executive Committee, and subsequently;
 - approval by a 2/3 majority plus 1 vote of the Board of Directors.
- Implementing the strategic plan for URSU throughout their term.
- Reporting to the Board of Directors on the activity of the Executive Committee and individual members
- Making strategic decisions
- Supporting the development of the Budget
- Recommending the budget to the Board
- Making themselves available to students on a regular basis through office hours or another medium.



- Other duties as assigned by the Board

In the Executive Committee setting, members of the Executive Committee are “decision makers.” They decide the course of action of the organization and, when it falls in their portfolio, they implement the decisions, directives and policies of the Board of Directors or the Executive Committee. Work resulting from the Executive Committee may be completed at meetings or work may be assigned to individual members of the Executive Committee or the staff (through the General Manager).

3.2 - General Expectations

3.2.1 - Standards

Members of the Executive Committee are held to a high standard of behaviour as they complete their jobs because they represent not just the interests of URSU, but also the interests of every University of Regina student. Executives are expected to act:

1. Accountably, by:
 - a. Acting in the best interests of URSU, fulfilling their responsibilities and obligations to URSU and the student body.
 - b. Acting within the scope of their authority in all matters.
 - c. Taking responsibility for their actions.
2. Respectfully, by:
 - a. Valuing and supporting a Student and University community that is diverse - in background, religion, race, ethnicity, marital status, medical condition, age, gender, sexual orientation, political affiliation and other forms of diversity as this definition continues to evolve.
 - b. Respecting the rights and dignity of others regardless of differences and different perspectives.
 - c. Communicating their views to others in a fair and constructive manner.
 - d. Voicing any differences of opinion respectfully and directly to those colleagues with whom they disagree.
3. Lawfully, by:
 - a. Transacting business in compliance with all applicable laws, policies and procedures.
 - b. Disclosing confidential information on a need to know basis and only when authorized.
 - c. Avoiding placing themselves in a situation where a conflict of personal interest could arise and impact their ability to serve URSU.
 - d. Exercising professional competence, care, objectivity and diligence.
4. Ethically, by:
 - a. Being impartial when discharging their duties and not offering preferential treatment to any person or entity.



- b. Ensuring fairness and honesty in relationships with suppliers and purchasers of URSU's goods and services.
 - c. Avoiding being improperly influenced or biased in the dealings with suppliers and purchasers.
 - d. Refusing any gift that could place an individual or URSU in a prejudicial or embarrassing position, interfere in any way with the impartial discharge of an individual's duties to URSU, or reflect adversely on an individual's integrity or the integrity of URSU.
5. Professionally, by:
- a. Supporting and furthering the interests of URSU.
 - b. Engaging students through involvement opportunities and outreach within the University and greater community.
 - c. Responding to students needs through advocacy and representation of students issues in a proficient manner.
 - d. Not engaging in any act or conduct causing or calculated to cause damage or discredit to the reputation or business of the Employer in person, on social media, or otherwise;
6. Sustainably, by:
- a. Promoting sustainability in the way they work and actively looking for ways to reduce URSU's impact on the environment.
 - b. Looking for opportunities to create continuous growth within the means of URSU that benefits both members, the community and the environment.

3.2.2 - Employment Agreement

Executive Members shall be required to agree to the terms and provisions of an employment agreement prior to their commencement in office. The agreement is subject to approval by the Board of Directors each year. This agreement will identify such terms as remuneration, benefits and expectations of the position. Employees who fail to sign or uphold their employment agreement will be subject to immediate review by the URSU Board HR Committee. Financial compensation to an Executive will become effective at the start of the the pay period immediately following the date of execution of the Employment Agreement.

The duties and responsibilities associated with being an URSU Executive requires a full-time commitment Executive positions are considered to be full-time employment positions. In order to ensure that Executives are able to fulfill their employment obligations as well as their fiduciary responsibilities to URSU, Executive Members are limited to taking a maximum of nine (9) credit hours per semester. Any exceptions to this limitation must be approved by the Board. Executives Members, prior to the beginning of a semester, may request to the Board to be permitted to take more than nine (9) credit hours. The Board shall not unreasonably deny such a request provided that the Executive Member can successfully



demonstrate that they can successfully meet hourly and work requirements and expectations as outlined in the Executive's Employment Agreement and/or URSU governing documents.

Hours of work shall fluctuate and can be irregular. While the expectation of the commitment of Executive Members in fulfilling their duties that of a full time position, URSU recognizes the importance of work/life balance and that each individual's schedules can be complicated as they balance the time requirements of fulfilling academic goals, commitment to their duties and responsibilities of the position elected to and personal/family/healthy lifestyle obligations. Work of Executives in certain instances can be completed both in the office and out of the office. Executives are expected to be present in the office a minimum of 30 hours per week except where exceptional circumstances preclude one from fulfilling this obligation. Should the Employee fail to meet their obligations as per Sections 1.5 and 1.6 of the employee contract in any given month, the Employee's attendance will be automatically forwarded to the URSU Board HR Committee for review and evaluation.

The Employee is prohibited from participating in any type of academic program (practicum, fieldwork, co-op, internship, other placement) that would prevent them from fulfilling their obligations as per Sections 1.5 and 1.6 of the employee contract. Enrolment in one of these programs shall require the employee to submit notice of resignation immediately as laid out in Section 6 of the employee contract.

3.3 - Specific Job Descriptions of the Executive Committee

Following are the job descriptions for each member of the Executive Committee. While each member of the Executive has specific responsibilities that are laid out in the Constitution, work may be divided differently in practice as individual members of the Executive may have specific skillsets that will make them more suited to certain roles. Executive Members recognize that even if a task is delegated to another member, they are still responsible for its completion. New and temporary divisions should be documented, as role clarity is crucial to the good functioning of URSU.

3.31 - President

The President of URSU acts as the Chief Executive Officer of the corporation. They are ultimately responsible for managing URSU in order to maximize benefits to members, the proper functioning of URSU's operations and its sustained growth. They are responsible for developing and implementing the mission, the vision and the strategy of URSU approved by the Board of Directors. In so developing and implementing, they must determine the short-term, mid-term and long-term objectives of URSU in consultation with the Executive Committee and the URSU General Manager and ensure that action plans or policies are in place to meet those objectives. . They are accountable for developing and maintaining



sound and ethical business practises, relations with the internal and external clients of URSU, the community and governments. The President acts as a direct liaison between the Board and management of the Company and communicates to the Board on behalf of management. The President does not have power to veto decisions made by other members of the Executive. Specifically the President is responsible for;

1. Developing a strategic direction for the organization.
2. Act as a liaison between the General Manager and the Executive Committee (e.x. Communicating updates about the organization, managing the General Manager, collaborating on strategic planning for the organization.)
3. Handling the public relations of URSU (e.x. Speaking at events, informing the public of the ongoing activities of the organization, acting as a "figurehead" etc.)
4. Making appointments to University Council, University Senate and other boards and committee (exception: Graduate Students who self-appoint in some cases)
5. Being the primary contact point for URSU societies.
6. Ensuring that the concerns of the Board of Directors (and individual members) are brought to the attention of the Executive Committee.
7. Chairing the Executive Committee, the Varsity Club Athletics Board (VCAB), and the President's Advisory Committee (PAC).
8. Finding a replacement or chairing the Board meetings when the Regular chair is unavailable (see Meeting Policy).
9. Organizing and planning the new board member orientation and training activities (in conjunction with the General Manager and/or outgoing Executive).
10. Initiating and coordinating the regular strategic planning activities.
11. Initiating and coordinating Board of Director Development and training.
12. Acting as the student representative on the Board of Governors.
13. Ensuring members comply with the constitution, policies and bylaws of URSU
14. Advancing and maintaining a good working relationship with members of URSU, University administration, the municipal, provincial and federal governments, the private sector and the nonprofit sector.
15. Being a signing authority for URSU.
16. Overseeing/performing policy development.
17. Being generally knowledgeable of all URSU's activities.
18. Creating detailed and comprehensive transition documents for informing executives
19. Performing other similar duties as they arise or are delegated by the Board of Directors.



3.32 - Vice President External Affairs

The Vice President External Affairs deals primarily with the development and deployment of events, campaigns, elections and referendums of the students. They are also responsible for developing marketing and sponsorship opportunities for URSU. Specifically the Vice President External Affairs is responsible for;

1. Developing and overseeing the external relations of URSU (e.x. promoting events, creating issue based campaigns, assisting with development of URSU branding, creation of promotional materials, etc.) in conjunction with the Marketing and Communications department.
2. Overseeing and participating in the marketing of all special projects and campaigns of URSU, including referendums, bi-elections community/campus projects and Welcome/Frost Week.
3. Representing URSU to organizations/committees working closely with URSU on campaigns including student groups, external groups (e.x. non-profits, chamber of commerce, etc.)
4. Representing URSU to organizations which URSU works in coalition with to lobby and influence public opinion.
5. Public Relations in the absence of the President.
6. Overseeing the publication and creation of the handbook/campaign guide
7. Maintaining all of URSU's campaigns and being the primary representative to members about campaigns.
8. Overseeing and developing external communications (e.x. press releases in conjunction with the president.
9. Engaging in activities designed to lobby the government or other external organizations.
10. Performing national and provincial university and community outreach on behalf of URSU.
11. Overseeing policy development, specifically issue-based policy.
12. Creating detailed, comprehensive transition documents for incoming executives
13. Communicating and educating members of the union about post secondary issues.
14. Performing other similar duties as they arise or are delegated by the board of directors.

3.33 - Vice President Operations and Finance

The Vice President Operations and Finance is primarily responsible for the matters pertaining to human resources, developing and maintaining the budget, and administering the finances of URSU. Specifically the Vice President Operations and Finance is responsible for;

1. Overseeing the organization, administration and financial situation of URSU



2. Being the representative of URSU for human resource related issues (typically in conjunction with the General Manager).
3. Developing the Budget (usually in collaboration with the General Manager and Accounting Manager)
4. Managing the Budget throughout the year and ensuring that any variances and emerging trends are reported promptly to the Executive Committee and the Board
5. Being a signing authority for URSU.
6. Keeping updated financial documents available online and in person - in collaboration with the VPSA to ensure these are available for students.
7. Assisting the VPSA by coordinating club funding, assisting occasionally with club budget development and coordinating and assisting with activities.
8. Creating detailed, comprehensive transition documents for incoming executives.
9. Overseeing development and delivery of new and existing URSU Services.
10. Overseeing the administration of student sponsorship funds.
11. Overseeing the administration of the Health and Dental Plan.
12. Acting as the Interim President in the case that the President resigns or is recalled.
13. Performing other similar duties as they arise or are delegated by the Board of Directors.

3.34 - Vice President Student Affairs

The Vice President Student Affairs deals with matters relating to student experience, student advocacy and representation on campus and the services of URSU. Specifically, the Vice President Student Affairs is responsible for;

1. Overseeing the promotion of student-related services to URSU community in conjunction with the Marketing and Communications Department.
2. Representing students on boards/committees that relate directly or indirectly to student and academic issues (e.x. Student Appeals, CDC, Teaching and Learning committee, Faculty Renewal committees, etc.)
3. Representing students on the Scholarship Bursary and Loan Committee of the Government of Saskatchewan.
4. Being knowledgeable of the academic/non-academic disciplinary processes at the U of R and assisting members of URSU when necessary.
5. Educating members about the Academic/Non-Academic Discipline processes of the Students' Union.
6. Representing students on issues relating to student loans, academic issues and other issues dealing directly or indirectly with student life.
7. Being the primary point of contact with student centers (e.x. RPIRG, UR PRIDE, EWB, Women's' Center, Carillon, etc.)



8. Serving as a liaison between URSU and URSU-Ratified Student Groups. This includes coordinating and assisting with activities.
9. Assist the Campus Life Coordinator in the administration of URSU club services.
10. Advising URSU as it plans its programming to ensure that it caters to the academic, cultural and social interests of the Members of URSU.
11. Creating detailed, comprehensive transition documents for incoming executives.
12. Assuming the role and responsibilities of the Student Advocate in their absence.
13. Performing any other duties and responsibilities as delegated/requested by the Executive Committee and the Board.

4 - Consequences for Noncompliance

Failure to adhere to this policy could mean that URSU's business is not conducted in an efficient and effective manner. This could lead to a significant impact on student life and experience at the University of Regina.

Consistent failure by an Executive Member to behave in the manner laid out in the "General Expectations" section of the policy and/or complete one's duties as an Executive Member could have consequences including recall or expulsion from URSU (as per the terms of the Constitution and/or further legal action being brought against the member (at the discretion of URSU)).

5 - Related Information

URSU Constitution - <http://ursu.ca/pub/documents/URSUS%20Constitution.pdf>

Conflict of Interest and Commitment Policy - <http://ursu.ca/pub/documents/Conflict%20of%20Interest%20and%20Conflict%20of%20Commitment%20Policy.pdf>