



CANADIAN ALLIANCE OF STUDENT ASSOCIATIONS
ALLIANCE CANADIENNE DES ASSOCIATIONS ÉTUDIANTES

Thursday July 28, 2011 (10:00am EDT)

Closing Plenary Policy and Strategy 2011
McMaster University in Hamilton, Ontario
CIBC Hall, McMaster Student Union

1. Call to Order

10:00am

2. Roll Call

Present (24):

Acadia Students' Union **(ASU)**
Dalhousie Student Union **(DSU)**
La Fédération des étudiants et des étudiantes du Centre universitaire de Moncton **(FÉÉCUM)**
Red River College Students' Association **(RRCSA)**
McMaster University Students' Union **(MSU)**
Mount Allison University Students' Administrative Council **(MASU)**
Saint Mary's University Student Association **(SMUSA)**
St. Thomas University Students' Union **(STUSU)**
St. Francis Xavier Students' Union **(St.FXSU)**
Students Association of Mount Royal University **(SAMRU)**
University of Alberta Students' Union **(UASU)**
University of Calgary Students' Union **(UCSU)**
University of New Brunswick (Fredericton) **(UNBF)**
University of Prince Edward Island Student Union **(UPEISU)**
University Students' Council of Western Ontario **(USCWO)**
University of Waterloo Federation of Students **(WFEDS)**
Wilfred Laurier University Students' Union **(WLUSU)**
University of Lethbridge Students' Union **(ULSU)**
Brock University Students' Union **(BUSU)**
University of the Fraser Valley Student Union Society **(UFVUSU)**
University of British Columbia Alma Mater Society **(UBCAMS)**
Athabasca University Graduate Students' Association **(AUGSA)**
Graduate Students University of Waterloo **(GSAUW)**
Southern Alberta Institute of Technology Students' Association **(SAIT)**

Absent(1):

Kwantlen Student Association **(KSA)**
University of New Brunswick St. John **(UNBSJ)**

3. Adoption of Agenda

BIRT the agenda for the plenary of the July 2011 Policy and Strategy Conference be adopted.

Moved UBCAMS,
Seconded UFVSU

Amendment 1: *the agenda include a motion on UBC membership fees to be included under item #5
Motions Arising from Membership*

Vote: General Consent (approved)

Amendment 2: *WLUSU moved to strike the filling of the Pan-Canadian Accord Committee*

WFEDS: This motion is redundant given the committees being considered and we believe we can cover off the work through another body such as the National Advocacy Team

Vote: General Consent (approved)

Main Motion: General Consent (approved)

4. Reports

a. National Director Report

Attached Appendix 1

b. Chair of the Board of Directors

Attached Appendix 2

c. Secretary

Did not occur

d. Treasurer

Attached Appendix 3

e. Committee Chairs

Did not occur

5. Motions Arising from Reports

BIRT the updated 2011-2012 Budget be approved as submitted.

Moved FÉÉCUM,
Seconded BUSU.

STUSU: Could the membership debate the addition of the new staff position?

Chair: An amendment would have to be moved to do so

UBCAMS: was the 13,000 surpluses accounted in the current budget?

Treasurer: yes, has been moved to reserves

SMUSA: when would contingency be used?

Treasurer: during shortfall, has in the past been used for special projects

ASU: Policy and Strategy and the Annual General Meeting both were over budget, why has conference expenses not been increased?

Treasurer: CASA does not change delegate fees based on location, more expensive cities will result in cost overruns. Various expenses depending on services available will result in conferences costing more. Treasurer notes he is speaking from purely financial standpoint.

AMENDMENT: BIRT additional monies allocated to human resources be held pending discussion and approval of new staff member by general assembly.

Moved: SAMRU,
Seconded: STUSU

Treasurer: This would have to go to the Board and is a Board issue. Notes that the new Board will be larger and CASA will need more support.

National Director: There has been and will continue to be consultation, the profile will be constructed with lots of input. Notes it will not be rushed into, this is a message heard clearly from the General Assembly.

SAITSA: Encourages members to trust the Board they elect, leaving this line isn't creating a position, but allows the Board to create it if deemed necessary

UASU: Speaks against

SAMRU: Would like to withdraw this amendment

WITHDRAWN

Return to Main Motion discussion.

STUSU: Why the increase in the research line?

Treasurer: Members expressed concerns over the lack of research, also if a new research staff position is created, an increase is justified

MSU: Addressed concerns regarding the cost of the conference

Member Relations Officer: The conference appears to be on budget

WLUSU: would it be possible to hold a straw poll to see if there is interest in discussing the creation of a new staff position?

Straw Poll: For: 11, Against: 0

Motion to divide the question,

1. **BIRT** the General Assembly approve the potential increase of \$53,000.00 for the addition of another *researcher* staff member for the 2011-2012 year pending discussion and approval of the Board of Directors
2. **BIRT** the General Assembly approve the 2011-2012 Budget as presented by the 2010-2011 Treasure

Moved WFEDS
Seconded WLUSU

Motion: General Consent (approved)

General conversation on the need for another staff position was held.

BIRT the General Assembly approve the potential increase of \$53,000.00 for the addition of another *researcher* staff member for the 2011-2012 year pending discussion and approval of the Board of Directors

Moved BUSU,
Seconded MASU

Vote: For 22, Against 0, Abstain: WFEDS

BIRT the General Assembly approve the 2011-2012 Budget as presented by the 2010-2011 Treasure

Moved FÉÉCUM,
Seconded BUSU.

Vote: For 24, Against 0, Abstain 0

Moved to recess for one hour
Moved STUSU
Seconded SAITSA,

General Consent (Approved)
12:05 pm

Called to order:
1:03 pm

Call of the Roll conducted

6. Motions Rising from Membership

Membership Recruitment and Retention

WHEREAS CASA does not have a current plan with respect to growth and member retention;

WHEREAS CASA is initiating a strategic planning process of which this committee's mandate will be a part of;

BIRT CASA strike an ad-hoc committee henceforth referred to as the Membership Growth and Retention committee;

BIFRT the committee shall provide regular written reports of its progress to the Board and the general membership no fewer than three times each year before the 2012 CASA AGM;

BIFRT the membership of this committee consist of a Chair, Vice-Chair, and three additional voting delegates, elected by the CASA membership, and shall be supported by the Member Relations Officer;

BIFRT the terms of reference of the committee shall be *see comments below*;

Terms of reference for the committee will be determined once the committee is created

BIFRT the committee shall cease to exist at the end of the 2012 CASA AGM, unless revised by the CASA membership.

Moved BUSU,
Seconded UPEISU.

Friendly Amendment: that the motion includes that the terms of reference will be determined and approved at the November meeting of the membership.

BUSU: this would work to set direction and then have it approved

UCSU: concerned about the strategic approach, and feels the issues can be addressed by the Strategic Planning committee

UPEI: Speaks to the naming of the committee

Treasurer: notes that committees can be struck by the Board as an alternative

WFEDS: See's value in supporting the MRO and having a committee to do so

AMENDMENT: to change the name of the committee to Member Relations Committee.

Moved:WFEDS,
Seconded MASU

UASU: concerned with the last of mention in the whereas clauses regarding support of member relations

Vote: For 24, Against 0, Abstain 0

Main Motion

UASU: Concerns with having a committee as well as a staff member, asks if this is necessary

National Director: there is a need to have members to aid with member relations, notes to keep the Strategic Plan in mind. Having a dedicated group of members to help with this is beneficial.

MASU: this will help with defining the Member Relations Officer and help Home Office execute the will of the members

SAITSA: Call to Question

Main Motion: For 22, Against 1, Abstain 1 (**UCSU**)

WHEREAS CASA has struck the Membership Growth and Retention ad-hoc committee;

WHEREAS the composition of this committee calls for five delegates to be elected by the CASA membership;

BIRT CASA elects the _____, _____, _____, _____, _____ to serve on the Membership Growth and Retention Committee for a term not extending beyond the end of the 2012 CASA AGM;

BIFRT _____ be appointed the chair of the committee, and that _____ be appointed the vice-chair.

Moved to table filling the seats on the Member Relations Committee until the selection of the committee.

Moved BUSU,
Seconded UPEI

Passed by General Consent (Approved)

Membership Reviews

WHEREAS CASA ensure consistent and fair practices for its members conducting membership reviews,

BIRT CASA adopt Operating Procedure 9: Review Responses.

Moved WLUSU,
Seconded UASU

Supporting Documentation: *Draft OP 9: Review Responses*

WLSU: this is to ensure CASA has an official response to reviews conducted by members

Friendly AMENDMENT: WLUSU, BUSU to section C - re: responses to reviews - of the policy.

Passed by General Consent (Approved)

WHEREAS it is unclear when simultaneous translation is required at plenary meetings;

BIRT Operational Procedure 8 be amended as presented.

Moved FÉÉCUM,
Seconded SMUSA

Supporting Documentation: *OP 8 Proposed Amendments*

Treasurer: No need for translation when it is not needed by Francophone delegates

Vote: For 24, Against 0, Abstain 0

UBC Motion on Membership Fees

WHEREAS in a letter dated April 18, 2011, Zach Dayler, on behalf of the Board of Directors of the Canadian Alliance of Student Associations, informed the UBC AMS that they would be subject to ¾ of full membership fees for the 2011-2012 year;

WHEREAS at the Annual General Meeting of CASA, held at UBC in March, 2011, the General Assembly adopted new bylaws stipulating that associate members would be assessed 50% of full membership fees for both allowable years of associate membership;

WHEREAS CASA has made it clear that it is operating under its new bylaws as of the Policy and Strategy conference in Hamilton, Ontario July 2011;

WHEREAS AMS Student Council, on July 13, 2011, directed its delegation to bring this matter before the CASA General Assembly;

BIRT the Canadian Alliance of Student Associations assess the UBC AMS associate membership fees at 50% for the 2011-2012 year pursuant to the new bylaws.

Moved UBCAMS,
Seconded SAMRU,

UBCAMS: It was their understanding that the new bylaws would be grandfathered. The additional cost posed a problem for the AMS and the delegate was directed to bring the issue to the assembly. Asking to be treated under the new bylaw and be assessed the 50% fee.

SAMRU: Supports the motion, believed UBCAMS is important and allowing this would further CASA at UBC

National Director: Clarifies the motion, UBCAMS asked the Board of Directors for additional time to conduct a review (a third year of associate member status). CASA Board voted to assess them 75% fees for third year of associate member status as the Board previous (2009-2010) had already approved a second year of 50% associate fees (2010-2011). The Board consulted the Bylaws 2002 (recently updated) and interpreted that a 3rd year would be subject to ¾ fees – especially after an alternative arrangement was made. CASA was also under the impression through communications with UBCAMS that the organization was going to take a year to conduct a review (see letter dated March 30, 2011)

Treasurer: Associate members and reviews take up home office resources. UBC had two years at 50% and Board chose to assess 75% for the third year. The additional fees are in the best interest

of CASA to compensate for the resources. Advises against voting for this, as it would override a Board decision.

UFVSU: How would assessing 50% of the fees affect the budget?

Treasurer: would just show as a small loss, would not effect the budget very much

Plenary Chair: Has made a ruling. Bylaw 5, states that after two years a member must join or not. If plenary votes with UBC, they fall into lapsed membership. Recommends that this matter be referred to the Bylaws Committee / Board and receive a legal opinion.

5. The corporation shall maintain two (2) levels of membership: Associate Membership and Full Membership. The purposes of Associate Membership shall be to provide for a mechanism that allows the phasing-in to and phasing-out of Full Membership in the corporation. An applicant for membership may apply for Associate Membership or Full Membership. Associate Membership can only be maintained by a member for a maximum of twenty-four (24) months after which, notwithstanding a resolution of the board of directors to extend the term of associate membership, the associate member must determine to become a Full Member, or revert to non-member status. Associate Members shall have the right to attend all meetings of the membership, speak at meetings of the membership and participate in break out discussions. Associate Members shall also have the right to move motions and second motions at meetings of the membership, but shall have no right to vote. Full Members shall enjoy the same rights as Associate Members and have the right to vote by person or proxy at all meetings of the membership.

Friendly Amendment

BIRT UBCAMS move to postpone this issue for discussion by the General Assembly indefinitely

BIFRT the Board of Directors meet with UBCAMS and contact legal council for an opinion on matter
Moved UBCAMS,
Seconded BUSU

Vote: For 23, Against 0, Abstain 0

7. Motions Arising from the Conference

Policy Priorities / Diamond

BIRT the policy priorities for the 2011/2012 year be approved as presented.

Moved BUSU,
Seconded SMUSA

BUSU: this would approve the policy diamond

SMUSA: agrees with Brock

St.FXSU: Asks for a brief explanation of the diamond

AMENDMENT: WFEDS, DSU to move ‘full funding of the PSSSP for First Nations’ from the Blue quadrant to Green quadrant.

WFEDS: Believes there is a good opportunity and now is the time to lobby on it.

DSU: Agrees

UCSU: Believes the items should stay as is

National Director: Want to highlight that because an issue exists in either the *red* or *blue* quadrant does not mean the ask will disappear, it will be advocated for when opportunities arise and when it would be appropriate. The Green quadrant simply focuses our immediate attention and priorities for the year.

Vote: For 17, Against 6, Abstain 1 (SAIT)



Return to the Main Motion:

Main Motion: For 24, Against 0, Abstain 0

Recess Taken

8. Officer and Board Appointments**Parameters for Officer Elections**

BIRT in the event there are more candidates than positions each candidate be given 30 seconds to deliver opening statement, followed by questions.

BIFRT voting will be done by secret ballot

BIFRT all ballots be destroyed upon completion of the vote

Moved SMUSA,
Seconded MASU

Motion: General Consent (approved)

Election of Board Chair

Nominations: Chris Saulnier (DSU), Meagan Melnik (SAMRU), Luke Speers (BUSU)

Candidates were given 30 second introductions followed by questions from the assembly.

BIRT **Chris Saulnier** be appointed Board Chair for the 2011/2012 year.

Approved by secret ballot

Election of Board Secretary

Nominations: Matthew McMillan (UCSU)

BIRT **Matthew McMillan** be appointed Secretary for the 2011/2012 year.

Approved by secret ballot

Election of Treasurer

Nominations: Ghislain LeBlanc (FÉÉCUM)

BIRT **Ghislain LeBlanc** be appointed Treasurer for the 2011/2012 year.

Approved by secret ballot

Election of Directors at Large

Nominations: Pat Joyce (MASU), Meagan Melnik (SAMRU), Luke Speers (BUSU), Nikki Harris (RRCSA)

BIRT **Pat Joyce, Meagan Melnik, Luke Speers** and **Nikki Harris** be appointed Directors at Large of the Board of Directors for the 2011/2012 year.

Approved by secret ballot

Pan-Canadian Accord Committee *(Motion was discussed at beginning of meeting)*

Whereas the Pan-Can Accord committee was struck several years ago, largely in response to political opportunity and there are currently no formal Terms of Reference; and

Whereas the Policy Committee is tasked with ownership of policy development and we have struck a national lobbying team that will consider the advocacy components of the Pan-Canadian Accord committee; and

Whereas CASA delegates have expressed concern over the number of committees and committee seats to be filled for 2011-2012.

BIRT the Pan-Canadian committee be dissolved; and

BIFRT the need for the Pan-Canadian committee be re-evaluated at the Policy & Strategy conference, 2012.

Moved WFEDS

Seconded SAMRU

UASU: Would the committee regain its importance with the Partnership priorities this year?

WFEDS: The Policy Committee and National Lobby Team can deal it with

Vote: For 24, Against 0, Abstain 0

9. Establishment and Appointment of Committees

Plenary Chair: There will be a number of positions to fill and this could be a lengthy process. If it is ok with the members we will conduct the appointment of committee members by a show of hands. In the event there is contention around an election we will conduct a secret ballot.

National Lobby Team

BIRT an ad-hoc committee to assist the government relations officer in achieving the advocacy goals of the organization ("National Lobby Team"), composing of 10 delegates and the Government Relations Officer, be struck for the purposes of assisting the government relations officer in achieving the advocacy goals until the next annual general meeting.

Moved BUSU,

Seconded STUSU

Nominations: Ryan Robski, Olwyn Foley, Kyle Power, Luke Speers, Josh Coles, Jeremy McElroy, Matthew Armstrong, Greta Kirstein, Pat Searle, Jamie Paris

BIRT Ryan Robski, Olwyn Foley, Kyle Power, Luke Speers, Josh Coles, Jeremy McElroy, Matthew Armstrong, Greta Kirstein, Pat Searle, Jamie Paris be appointed to the National Lobby Team.

All elected.

BIFRT Jeremy McElroy be appointed Chair, and Ryan Robski be appointed Vice-Chair of the national lobby team.

Moved BUSU,
Seconded UNBF

All elected.

Long Term Strategic Planning Committee (LTSPC)

WHEREAS CASA was tasked at the Annual General Meeting (2011) with drafting a Terms of Reference for a strategic planning exercise,

WHEREAS a discussion on the Strategic Planning Process was held with the membership at the Policy and Strategy Conference 2011 regarding the Terms of Reference,

WHEREAS the membership felt more consideration for the planning process in moving forward was required before any action could be taken,

BIRT a strategic planning committee be struck according the presented Terms of Reference to determine the best process for the strategic plan development and consultation.

Moved WFEDS,
Seconded UNBF

AMENDMENT: Moved by UASU, BUSU to amendment the terms of reference to removed the following “engagement of Institutional units at member schools”

UASU: Not comfortable with the language

WFEDS: Not the intention of the terms, and probably an oversight and am comfortable removing from the terms as a friendly amendment.

Vote: For 24, Against 0, Abstain 0

Main Motion carried by General Consent

LTSP Appointment of Committee Members

Nominations: Ben Jessum, Sarah Bouchard, Farid Iskandar, Sean Madden, Ryan Robski

BIRT Ben Jessum, Sarah Bouchard, Farid Iskandar, Sean Madden, Ryan Robski be appointed to the LTSP Committee.

Moved WFEDS
Seconded BUSU

All elected.

BUSU: would like to move to reopen nominations to elect a Chair, Vice Chair and Board member as . per the Terms of Reference.

Moved BUSU
Seconded SMUSA

General Consent (approved)

BIRT Natalie Cockburn be appointed Chair, of the Long Term Strategic Planning Committee.

Moved SMUSA
Seconded UASU

General Consent.

BIRT Ryan Robski be appointed Vice-Chair of the Long Term Strategic Planning Committee.

Moved ASU,
Seconded UCSU

General Consent (approved)

BIRT Luke Speers be appointed as the Board Member for the Long Term Strategic Planning Committee.

Moved STUSU
Seconded UCSU

General Consent (approved)

Bylaw Committee Appointments

Nominations: Huzaifa Saeed, Farid Iskandar, Olwyn Foley, Steve Madden, and Kyle Power

BIRT Huzaifa Saeed, Farid Iskandar, Olwyn Foley, Steve Hildebrand, and Kyle Power be appointed to the Bylaws Committee.

Moved STUSU
Seconded UCSU

General Consent (approved)

BIRT Farid Iskandar be appointed as Chair of the Bylaws Committee.

Moved STUSU
Seconded UCSU

General Consent (approved)

Recess Taken

Policy Committee Appointments

Plenary Chair: There are some guidelines regarding the selection of this committee, as such we will elect the Chair of the committee first.

Nominations: Mark Kroeker, Alicia Ali

Plenary Chair: Candidates will be invited up for a 30 second statement, and we will conduct this election process through secrete ballot.

Candidates were given 30 second introductions followed by questions from the assembly.

BIRT Mark Kroeker be appointed as Committee Chair for the Policy Committee

BIFRT Alicia Ali be appoint as Vice Chair for the Policy Committee

Moved BUSU
Seconded St.FXSU

General Consent (approved)

Nominations for Committee: Meghan Melnyk, Sarah Bouchard, Steve Hildebrant, Amanda Nielson

BIRT Meghan Melnyk, Sarah Bouchard, Steve Hildebrant, Amanda Nielson, _____ be appointed as members of the Policy Committee.

Moved ASU
Seconded UFVSU

General Consent (approved)

Member Relations Committee Appointments

Nominations: Rob Livingstone, Leyland Bradley, Joelle Martin, Sarah Bouchard, Greta Kirstein

BIRT Rob Livingstone, Leyland Bradley, Joelle Martin, Sarah Bouchard, Greta Kirstein appointed as members of the Member Relations Committee.

Moved ASU

Seconded UFVSU

General Consent (approved)

BIRT Rob Livingstone be appointed as Chair of the Member Relations Committee.

Moved BUSU

Seconded St.FXSU

General Consent (approved)

BIRT Leyland Cradley be appointed as Vice Chair of the Member Relations Committee.

Moved SMUSA

Seconded MASU

General Consent (approved)

10. Presentations and Discussions

a. Bid for Annual General Meeting

SMUSA was nominated.

SMUSA gave a 5 minute speech and communicated that they will also coordinate with the other schools in the area.

BIRT St. Mary's University Students Association hosts the 2012 Annual General Meeting of the Canadian Alliance of Student Associations.

Moved DSU

Seconded St.FXSU

General Consent (approved)

11. Other Business

SAITSA: I would like the membership to reviste the issue related to UBCAMS membership, as I have a concern and want to ensure we address the *gray* area that potential exists in our Bylaws. I would like the membership to consider the following motion:

WHEREAS during the transition between bylaws, the Membership status of the University of British Columbia (UBC) has come into questions, as the extenuating circumstance is not explicitly listed within the current bylaws.

BIRT that the membership rescind the earlier motion allowing the board to negotiate membership with UBC.

BIFRT the membership allow the National director and the board, in this explicit instance, to seek legal counsel as to how the Canadian Alliance of Student Associations (CASA) should proceed in the aforesaid matter, and be given the authority to act accordingly.

BIFRT this matter is forwarded to the bylaw and policy committee, and the bylaws amended to address this limitation and others that may arise.

BIFRT in the interim UBC be considered an Associate member with fees as legally advised, until such time that this matter is resolved.

Moved SAITSA
Seconded AUGSA

WFEDS: Recommended it would be a good idea to move in-camera for this discussion.

MOTION TO MOVE IN-CAMERA APPROVED BY GENERAL CONSENT

Upon returning from the in-camera session the mover of the motion removed it from the table satisfied that their concerns have been addressed. The Board of Directors was directed to meet with UBCAMS on Friday, July 29, 2011 and to contact a legal opinion and report back, through the Board, to UBCAMS.

12. Adjournment

6:17pm

Moved SMUSA
Seconded BUSU

APPENDIX 1: HOME OFFICE REPORT

Home Office Report

The Home Office Report (previously known as the National Director Report) is a document used to provide a brief overview of CASA's internal operations and activities of the organization over a period of time. If you have any follow up questions please feel free to contact the Home Office.

L'ACAE croit qu'il faut soutenir les deux langues officielles du Canada. Au cas où vous requêteriez une traduction française de nos documents, veuillez contacter l'agente de relations publique et de communications. casacomm@casa.ca

CASA believes in Supporting both official languages of Canada. In the event that you require a French translation of any CASA information, please contact CASA's Public Relations and Communications Officer at casacomm@casa.ca

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National Director Update

Since the last report Home Office has welcomed a new staff member, Robert LeForte, as the Government Relations Officer. CASA has also completed an election campaign, transitions, and planned and organized with the McMaster Students Union the Policy and Strategy Conference.

The activities of the Home Office have improved since starting in July of 2010. The Board and the Home Office have implemented “project lists” for the 2011-2012 year. These are plans for each one of the *offices (GRO, MRO, PR, ND, PRCOMMs)* that are submitted to the Board of Directors and help to keep everyone accountable and on track with the work of the organization.

After completing a full year as National Director I have gained a much better understanding of the organization and where we may want to begin to make changes operationally so that we can become more effective in our advocacy efforts. Working with the Board I will begin to highlight what those areas are and hopefully address them.

In moving forward these reports will be used to update you on the progress of our advocacy efforts on your priorities, the work of the Board and your Home Office at each conference. I encourage any delegate with a question; idea for what would be most useful in these reports, or comments to please contact me

Government Relations

The new government relation’s officer (GRO) for CASA was hired early in June 2011. The GRO started at home office July 4, 2011. The first two days in the position were primarily filled with training activities, both of office and human resources policy and technology supports being utilized at home office.

Thus far, the GRO has been tasked with contributions to the Policy and Strategy Conference through presentations and the facilitation of some sessions. Additionally, the GRO has been actively laying the groundwork for the implementation of the National Advocacy Strategy and getting familiar with the positions of other education sector stakeholders. A significant amount of time in the office has been dedicated to review of recent political developments and researching the accompanying analyses. Part of the time spent in the office has been committed to reviewing standing CASA policies, as well as researching the background to some CASA positions, notably in the Copyright file. Finally, the GRO took part in a set of member calls where contact was made with many of CASA’s members in early and mid-July.

Member Relations

Transitions

After the AGM 2011 in March 2011, the office of the Member Relations Office immediately focused its energy on the planning and execution of three Regional Transition retreat. Logistics were kept simple and member schools were given the opportunity to shape their region’s agendas.

Atlantic Regional Transition took place in Antiginish, Nova Scotia hosted by St Francis Xavier University Student Union from April 15-17 2011. The Policy and Research Officer attend this session with the MRO.

The Central Regional Transition took place in St. Catherine's, Ontario and was hosted by Brock University Student Union. Along with the MRO, the PRO as well as the PRCO assisted in the delivery of the sessions. The PRCO was brought to the transition in a conjoint effort to familiarize them with the organization and delegates. This transition took place from May 9th-11th.

The Western Regional transition took place in Chilliwack, British Columbia hosted by the University of the Fraser Valley Student Union Society. The National Director attending this regional transition, which took place from May 15th-17th.

CASA representatives were given an introduction to the organization, explained how CASA conducts its work and chooses its priorities. They were also shown tutorial videos on how to use CASA's databases – Highrise and Basecamp

Policy and Strategy

After the transition retreats were completed efforts were focused on the organizing and coordinating logistics for the 2011 Policy and Strategy Conference. This conference planning was done in collaboration with the McMaster Student Union. Together logistical planning started in early to be prepared for the conference from July 24-29th.

Bulletin

Along with the duties listed above the MRO and PRCO completed the third member bulletin of the year to offer a year in review of the organization.

MailChimp

In early May, a new e-mail strategy was implement and the use of MailChimp was introduced at Home Office. MailChimp allows Home Office to send and track e-mails distributed to its membership in a professional way. The tracking ability allows Home Office to better structure their e-mail messages and to understand how responsive their messaging to members might be. This new tool has allowed for e-mail to go out consistently in both French and English in an additional attempt to ensure the implementation of bilingualism within CASA.

Recruitment & Retention

Along with representatives from the University of Prince Edward Island Student union, the Brock University Student Union and the Dalhousie Association of Graduate Students an informal working group was created which met several times by teleconference and decided to present the CASA membership with a short survey to determine the need for a recruitment strategy and draft a motion to present at the Policy and Strategy conference in order to potentially strike an ad-hoc committee that would be tasked with writing a recruitment plan to be included in CASA's Strategic Planning exercise.

Reviews

In response to an ongoing concern on no clear process on how CASA currently responds to member reviews, the MRO along with a delegate from Wilfred Laurier University discussed creating a potential Operating Procedure, which would outline how CASA would respond to future reviews. The Operating Procedure underwent many revisions and the MRO will be supporting the delegate from WLSU in leading a conversation about the new proposed operating procedure at Policy and Strategy.

Lobby Conference

The logistical planning of the upcoming Lobby Conference has also begun. Pending the date approval of the Board of Directors, hotel site visits have taken place in order to find the most feasible and efficient location to host the conference.

Member History

The MRO has also begun research in an initial draft on CASA's member history. The document will summarize the history of the organization and the student movement in order to provide members, potential members and the public with a complete and accurate timeline of CASA and its members. This project will be ongoing throughout the upcoming academic year.

Public Relations and Communications

Election Strategy

Election 41 was a major priority and focus from April to May 2011. The campaign consisted of a number of parts.

Campaign:

To convince the federal political parties that CASA is a relevant political actor by developing a contact database that can be used to contact students, and those interested in our issues directly.

Policy:

CASA will focus its advocacy and media messaging on the creation of a dedicated education transfer and using renegotiation of the Canada Social Transfer in 2013-2014 as a rallying point for our members.

The development of the strategy took into consideration a number of factors:

- A budget of approximately \$30,000-60,000.00
- The timing of the election
- No explicit or implicit partisanship
- Value for money: CASA campaigns in the past have been characterized as wasteful and ineffective, so being able to demonstrate value for a large expenditure will be crucial
- Competitive messaging: CASA's campaign will be competing for attention in English-speaking Canada with three national political campaigns, local campaigns, the Canadian Federation of Students, political pollsters, and assorted non-governmental organizations speaking on a variety of issues, including healthcare and the environment
- Assumed support: political parties have seen no previous evidence that CASA has the ability to persuade students to vote one way or another. In fact, the logical assumption would be that any votes received from students in the next election would have nothing to do with CASA's efforts whatsoever
- Geography: Traditional campus efforts to raise election awareness have been dependent on the writ period being during the school year so we have a captive audience of students.

Taking these points under consideration along with the goals, CASA developed www.studentsneedtovote.ca as our election platform. The site featured key information about parties' post secondary education policy, important voter information for students, and a blog. The major feature of the site was the main page that became a video vault of student opinion.

Taking into consideration the lessons learned and the experience of participating in the election as a third-party intervener provided a great learning opportunity for CASA, but also highlighted some further work that needs to be done. In moving forward CASA should consider the following recommendation in preparation for the development of the Election 42 strategy.

Recommendations:

- Consider re-drafting the Comprehensive Communications Strategy to permanently include:
 - An Ongoing Election Strategy that can be adapted and modified;
 - A Membership Engagement Strategy or Member Mobilization Kit to ensure members are proactive on their campuses for the entirety of any campaign
- The Board of Directors to consider working with Impact Communications on further projects

- such as Lobby Conference and any other campaigns of interest
- Continue to publicize through press releases and online media to help and gain contact names for the database
- Evaluate the most appropriate and financially sustainable way to advertise our work and success through both official (print/online) and unofficial (social/word of mouth) media
- Improve CASA's Twitter and Facebook presence and management

Initial MP Contact

Upon completion of the election *Congratulation Letters* were sent to all MP's highlighting their specific PSE platform points and indicating that CASA would be in contact throughout the year to communicate our members priorities. Letters were also crafted for MP's under the age of 30. While student come in all ages – these letters reminded the MP to reflect back on the value of their education and the doors that it opened for them – with the hopes that they will remember this as they sit in the House of Commons.

Member Inserts

There were a number of requests from member associations for advertisements for their student handbook. These were prepared based on the specific requirements of the member and is a relatively new practice for members. In moving forward CASA will begin this process earlier in the year.

In the next 6 months, the PRCO will **draft** the 2011 Comprehensive Communications Strategy, launch CASA's new website, create a more effective utilization strategy for CASA's project management software Basecamp, help the GRO secure meetings for LobbyCon 2011 and develop the key asks and messages from the members priorities advanced from Policy & Strategy Conference 2011.

Policy and Research Officer

The policy office goes into office support and preparation mode while the committees of CASA are in their transition phase from outgoing committee members to new.

Essay Competition

Aside from the day-to-day of keeping abreast of current events and research, the office launched an essay competition with support of the Communications Officer with the intent of introducing external influence on the policy and strategy conference. The completion received a total of 3 submissions. While a worthwhile pursuit of academia, the contest did not produce the desired results in terms of content and any future contest must be considered carefully before any investment is made.

Regional Transitions

The office assisted with the regional transitions, producing numerous slides and background research, including a video on how to use Basecamp.

Platform Responses

During the Federal Election, and in the absence of a Government Relation's Officer, the PRO helped prepare CASA responses to party platforms, and briefed the national director and political parties.

Policy Framework

Following the election, the office swung into policy and strategy planning mode. Hearing comments from retiring delegates, the PRO undertook a sector scan to revise the process CASA uses. After this research, the process was tweaked to be more in line with best practices. The PRO also oversaw the extraordinary resolution portion of an amendment to the bylaws, and has consulted with our counsel regarding transitioning into them.

FTE Counts

Lastly, the office has been assisting the treasurer with a study in how full-time equivalent counts are assessed. This process is ongoing.

Following this report, the office looks forward to a populated policy committee and graduate council. The ground has been set for a lot of good policy work to be accomplished this year.

APPENDIX 2: BOARD CHAIR REPORT

Introduction

I write this reflection in an attempt to help the future members of CASA when they become responsible for running this association. Suggestions and recommendations herein are a result of both good experiences and mistakes made.

Board Reporting to Members

- Simply put, it is very important for Directors to regularly phone CASA schools. I did a terrible job of this, whereas Atlantic Regional Director Mike Mercer did an exemplary job. He resolved several major issues with schools in his region and kept the entire region fairly well in the loop. There are very tangible benefits to CASA in having member schools in regular contact with the Board.
- As CASA transitions from Regional Directors to Directors-at-Large, it will likely be necessary for the Board to establish which directors will be communicating with which members. No members should remain out of contact with the Board.

Legal Issues

- Careful balance between seeking and over-relying upon legal advice. As the legal stewards of CASA, the Board must be very delicate with its role in handling the complicated legal issues that can entangle a non-profit. The Board's experience this year has been mostly positive, albeit intensely stressful. In dealing with these issues, our Board's composition was well-balanced between pessimists and optimists, and between bold and cautious personalities. This helped immensely in making reasonable decisions. In navigating legal issues with potentially large bills attached to them, the Board must carefully balance both due diligence and decisiveness. It will be necessary to seek legal advice on serious legal issues, but the Board cannot come to rely on this advice as a costly crutch to make their decisions for them.

Human Resources

- CASA is, and will likely remain, a small, high-turnover organization. Our small Home Office staff members do complex jobs that are sometimes only fully understood by themselves. While this specialization is rather natural, it also presents a risk to the organization. The more one staff member is "indispensable" to CASA's functioning, the more the organization will suffer when they eventually leave, and the able other staff members are able to share projects. From my experience with CASA, I have come to believe increasingly in the importance of cross-training for staff. Every staff member is important to CASA, but no one is indispensable.
- I strongly encourage the ND's proposal for work plans for Home Office staff, which I believe will help the Board evaluate and the membership understand their performance.
- The health of the organization is dependent upon the ultimate decision-making authority lying with the student executives who make up the membership. Home Office must believe this principle. Given the outstanding people currently working at Home Office, I'm not

concerned at the moment, but this is an issue of which the Board needs to remain vigilant.

Conferences & Plenaries

- It is important for Board members to meet and talk to all the delegates at the conference. A successful board should be on first-name basis with all delegates by the end of Policy and Strategy.
- Be intensely prepared for presentations at the sessions and plenary of CASA conferences. These are often underappreciated by delegates and occasionally even by the presenters. Board-led presentation sessions are a means by which to inform the membership of important issues with which the Board is dealing and elicit discussion and consideration of these issues. They constitute some of the most important work the Board does all year. Write and practice the presentations well ahead of time, and do not expect to present via improvisation. Much to my own detriment, I took these far too lightly.
- Clarity and repetition are important for highlighting essential points to members during important presentations.
- The rules created by CASA are only as good as the actions of the members and staff that read, use and enforce those same rules. The General Assembly and Board of CASA can't legislate its way to success or common sense, and there exists no set of rules so perfect or thorough that they will prevent mistakes being made by those that are intended to follow them. While it is of utmost importance for the Board and members to read and understand all of CASA's rules (the Bylaws, Board Regulations, Operating Procedures, Political Policies and, for the Board, the Human Resources and Procedures Manual), CASA has suffered from over-eagerness to reform the organization's bylaws to try and fix perceived deficiencies.
- A quick note on factionalism. The three major perceived divides are between regions, between big schools and small schools, and between post-secondary sectors (technical institutes, colleges, universities and grads). These divisions are almost always perceived to be larger than they really are, but these perceptions can be difficult to dispel, especially when group perceives that another group is benefiting from a decision at their expense. I can't see a way of eliminating this kind of thinking entirely, but I think it can be mitigated by better communication between delegates and by repeatedly stressing that CASA is an association of colleagues dependent on mutual goodwill, not a competition amongst self-interested rivals. It will also help if the Bylaws aren't perpetually under review.

Technical & Procedural issues of the Board

- Meeting time and reminders. There is unlikely to be a perfect time during which to meet year-long with all Board members, and the Board thus has to deal with variable meeting times. In our experience this year, the best method for notifying Board members appears to be using Google Calendar events with invitations sent to Board members.
- Agendas and minutes. The drafting of agendas and the circulation of meeting minutes was a difficulty all through this past year for the Board. Thus, these tasks often fell upon the ND and MRO. At the beginning of their term, I would strongly recommend that the Chair and Secretary sit down and clearly establish who is responsible for what and when. If either of

these two officers are unable to perform these duties, they should then be responsible for requesting that either the ND or another Board member create the agenda or take the minutes for a meeting. Lack of clarity here is a killer.

- Manner of conducting meetings. The Board meetings for the past year have been conducted via conference call. While this is not untenable, I think that next year's Board would gain from exploring meeting aids such as GoToMeeting. Especially when discussing details of text, a shared digital copy would be helpful
- Ensuring compliance with Operating Procedures and Board Regulations is one of the primary tasks of the Board. These two sets of rules are the manner in which the General Assembly sets guidelines for its elected directors and staff for the governance of the organization. While we have done a reasonable good job of this, this year's Board did fail in several respects. We consistently broke rules around meeting notice and agenda and minutes circulation. While not immediately crucial to the health of the organization, it does cultivate a "broken-windows syndrome" for Board Regulations. This sort of problem is easily remedied, and I hope that next year's Board does a better job than us.

Aden Murphy
Board Chair, 2010-2011

APPENDIX 3: TREASURER REPORT

Budget 2011-2012

The following document is intended to provide the membership with a general explanation of the various budgetary lines in order to understand the uses for the money allocated.

Please note that this document is in no way binding and is to be used as a guide. It does not limit the ability of the board to manage the funds contained in the budget as per the relevant board regulations and bylaws.

4000-Revenue

Here is a list of the main sources of income for CASA. In order to maintain our independence, we operate almost entirely on fees collected from the membership.

- 4301-HRDC Student Grant
 - Government subsidy for a summer student (not guaranteed, we need to apply for this every year)
- 4100-Membership meetings
 - This is the revenue from the delegate fees that we collect in order to fund the conferences.
 - It is important to note that this line will eventually be eliminated as the new fee structure is implemented.
 - FY2011/2012 – 100%
 - FY2012/2013 – 50%
 - FY2013/2014 – 0%
- 4200-Membership Dues
 - The fees as calculated per the Operating Procedure 2.
 - Please note that there is a new fee structure being implemented on a 3 year basis
 - FY2011/2012 – 0% new 100% old
 - FY2012/2013 – 50% new 50% old
 - FY2013/2014 – 100% new 0% old
 - The fee is collected 30% at the start of the fiscal year and 70% in September
- 4300-Miscellaneous income
 - Any income that is not projected or included in the above lines.

5000-Expenditure

Below is a list of the budget lines that are expenses. Not all are explained as they some are self-explanatory. It is also important to note that it is possible that not all expenses for the line is mentioned in this document, it is solely to explain the intentions behind every budget lines.

- 5010-Reimbursable Meeting Expenses

- All cost that can be directly attributed to a conference of the CASA membership.
- Examples: Room rental, staff (flights, hotels, per-diems, the salary is NOT included in this line), food cost, delegate travel, audio and video equipment.
- 5020-Board of directors
 - 5021-Insurance-Directors Liability
 - 5022-Conference Calls
 - 5023-Board/Staff Retreat
 - This line is to fund the cost with a in person meeting of the Board of Directors at the start of the year in order to have a plan established and in order to bring new directors up to date on their responsibilities with CASA.
 - 5024-Board travel
 - This line is used to cover the cost of having members of the Board of Directors travel for various reasons (Board retreat, address membership concerns, represent CASA)
 - 5027-Grad committee
 - This line is to fund the cost associated with CASA's membership with the Canadian Association of Graduate Studies (membership fee and travel for the chair of the Grad Committee to the annual CAGS conference).
- 5100-Head Office Operations
 - 5110 Bad Debt Expense
 - We sometimes have problems with people paying CASA the money owed. This can vary from a past member not paying the delegate fee for a conference or an observer not paying the conference fee. It is important to note that this is used when relatively small amounts are involved and would be a greater loss to seek legal remedies.
 - 5131-Rent
 - 5132-Insurance-Office
 - 5133-Security
 - 5134-Repair & Maintenance – Office
 - 5135-Bank Charges & Interest
 - 5137-Postage/Courier
 - 5138-Postal Box Rental
 - 5140 Miscellaneous
 - 5141-Office Supplies & Services
 - 5142-Water Cooler
 - 5146-Telephone & Telecommunications
 - 5149-Subscriptions & Annual Fees
 - Different subscriptions to services such as BaseCamp and other services.
 - 5151-Parking
 - 5158-Cell Phones
 - CASA covers for the data plan for the staff and the full charges related to professional use for the ND
- 5200-Human Resources

- All the salary and benefit associated with the CASA staffs as well as hiring and professional development costs.
- 5250-Staff Travel/Meetings/Conference
 - Any travel that is done by the staff that is not covered by the conference line (5010) or the Member Relations line(5900)
- 5300-Office Furniture & Equipment
 - This line is for capital investments in the Home Office.
 - Examples: New computers, desk, cabinets.
- 5400-Professional Services
 - 5401-Legal
 - Legal fees to insure CASA respects her legal obligations.
 - Examples: Revision of the Bylaws, HR issues, claims against CASA, Nonpayment of money owed to CASA.
 - 5402-Accounting
 - Every year, CASA has an audit in order to ensure the accuracy of the yearend financial report.
 - 5403-Technical Support
 - 5404-Translation
 - ???-Home Office Support
 - This line is to enable to have an external firm help CASA's Home Office staff in times when the resources are not sufficient (LobbyCon)
 - 5407-Payroll Services
- 5700 Policy & Research
 - 5703-Research
 - This line is used to pay for data and reports used by the Home Office staff
 - 5705-Policy Submissions
 - This is for a project by the Policy Committee in order to encourage students to send policy papers.
- 5803-Public Relations
 - This line is for any activity relating to the public relations of CASA. This line is managed primarily by the PRO.
 - Examples: Covers press releases, translation of press releases and sponsorship to events.
- 5900-Member Relations
 - 5903-Recruitment Expense
 - This line is in order to cover the cost (travel, meetings, promotional package) of recruiting new members
 - 5901-Campus accommodation/5904-Campus Travel
 - These lines are to cover the cost of sending a representative of CASA when needed to a member school.
 - 5907-CASA Promotions – On campus
 - This line can be used for any type of promotion (sponsorship to an event, swag) of CASA on member campus.

- 5908-Transition Expenses
 - This line is to cover the cost related with the regional transitions (staff travel, accommodations, catering)

Reserve Fund

- Campus tours
 - Every two years, it is expected that the new ND will conduct a tour of all the member schools. Since this is a significant cost, it is better to have the cost distributed over the two year period instead of having the full cost one year, none the next and the full again the year after.
- Elections
 - A federal election can drive up the cost significantly in order to have a meaningful campaign to promote postsecondary education. For this reason, it is necessary for CASA to build up a reserve fund to finance election campaigns.
- Contingency
 - This is a general operation reserve fund. It can be used to cover operational deficits or to cover a portion of cost of a special project
- Capital investment
 - This fund is used to have money to make capital investments in assets for CASA