



Policy: Student Leader Behaviour Management Policy

Approval Date: August 2022

Next Review Date: May 2023

Approved By: Vice President, Finance and Administration

Huron University College Student Leader Behaviour Management Policy

1. The Purpose and Scope of the Policy

- 1.1. Educate student leaders about appropriate actions, responsibilities, and expectations.
- 1.2. Maintain a living-learning environment and mentorship programs that provide the best experience for students that are supported and served by the leaders of our campus.
- 1.3. Set the standard of excellence, leadership, integrity, and ethics that the institution expects of student leaders in mentorship roles.
- 1.4. Protect the institution from liability, lawsuit, and excessive risk as a result of conduct violations.
- 1.5. Respond and apply sanctions according to the appropriate policies and procedures to student leader(s) who demonstrated inappropriate behaviour towards individuals or communities.
- 1.6. This policy currently applies to International Student Officers (ISOs), Student Engagement Officers (SEOs), and Orientation Leaders (Sophs).

2. Definitions

The following definitions shall apply to this policy:

- 2.1. **Advisory Designates:** Refers to the members outlined in section 4.3. who are responsible for reviewing the investigation results and determining an appropriate sanction as outlined by this policy.
- 2.2. **Appeals Committee:** Refers to the members outlined in section 5.1. who are responsible for reviewing the appeal, should the respondent submit an appeal, and determining if the sanctions imposed by the Advisory Designates are to be overturned.
- 2.3. **Complaint:** The sharing of information concerning a breach of the role specific contract(s), all Huron University College policies and procedures, and/or the spirit and goals of the institution by a leader(s) or team(s) with the intention of initiating the formal Complaint process provided for under section 3.0 of this policy.
- 2.4. **Complainant:** An individual who has filed a Complaint under this policy.
- 2.5. **Respondent:** The person(s) or team(s) against whom a Complaint has been filed under this policy. The Respondent(s) are individual(s) who have allegedly breached the role specific contract(s), all Huron University College policies and procedures, and/or the spirit and goals of the institution and will be responding to the allegations as part of an intervention to resolve the Complaint.

3. Complaints

- 3.1. The Student Leader Behaviour Management system functions under a complaints-driven model. Any individuals may file a complaint against or raise an issue involving a student leader or team where it is perceived that the leader(s) or team(s) acted in a manner not in compliance with the role specific contract(s), all Huron University College policies and procedures, and/or the spirit and goals of the institution.
- 3.2. Henceforth any submission regarding conduct will be referred to as a “complaint”
- 3.3. Complaints can be submitted in two ways:
 - i. Through an online form found here: <https://huron.jotform.com/sread9/student-leader-complaint-reporting->
 - ii. Complaints may also be made in person. Complainants can request an appointment with the Director of Community Safety by emailing safety@huron.uwo.ca.
- 3.4. Required components of a formal complaint include: name/names/team name of the respondent, role of the respondent, and incident information (overview, date, approximate, and location).
- 3.5. Please note: While anonymous complaints may be received, Huron will have limited ability to respond to such complaints.

4. Investigation Process

- 4.1. All complaint submissions will be received and investigated by the Community Safety Office. This office will be responsible for investigating the complaint, or appointing appropriate designates to investigate on their behalf, while ensuring due process and following policies and procedures that the alleged behaviour is in violation of.
- 4.2. All submissions will be reviewed to determine if it meets the threshold of an investigation.
 - i. Where the Community Safety Office determines that the complaint shall go forward, they or the appropriate designate, will determine which interim measures, if any, are required during the investigation process.
 - ii. Should the complaint meet the threshold for investigation under the Code of Student Conduct (the “Code”), as determined by the Community Safety Office, an investigation shall proceed under the Code. Interim measures may be implemented under the Student Leader Behaviour Management Policy such as: interim suspension from the role.
- 4.3. Upon completion of the investigation report, the contents will be reviewed by the AVP, Students and Director, Human Resources (or their designate), hereby referred to as the *Advisory Designates*. Upon deliberation, the Advisory Designates will determine whether the student leader acted in a manner not in compliance with the role specific contract(s), all Huron University College policies and procedures, and/or the spirit and goals of the institution.
- 4.4. The Advisory Designates are authorized to apply whatever measures are required to address any unacceptable behaviour discovered through the investigation (see *sections 7 and 9* for sample sanctions that may be issued).
- 4.5. The Advisory Designates must reach a consensus as to any sanctions issued to the leader(s) and/or team(s).
- 4.6. Sanctions issued by the Advisory Designates must be fully complied with by the leader(s) and/or team(s). Failure to comply with the sanctions issued by the Advisory Designates may result in immediate removal from the Student Leader Position.

- 4.7. If an entire team receives a disciplinary sanction, it will be communicated to the respective team administrator(s) when necessary.
- 4.8. If reasonable attempts to contact individuals involved have been unsuccessful during the investigation process, a decision will be made without their input.
- 4.9. The sanctions issued by the Advisory Designates must be communicated to the leader(s) and/or team(s) in writing and in person, where appropriate, by one of the Advisory Designates and may be communicated to other stakeholders as necessary.
- 4.10. Outcomes may be shared with campus partners on a need-to-know basis, based on severity of incident and level of community impact.

5. Appeals Process

- 5.1. Leader(s) and/or team(s) may appeal the decision to the Appeals Committee, comprised of members who are not involved in the Advisory Designates' investigation or initial decision. The Appeals Committee will be comprised of:
 - i. Manager, Career Development (Chair)
 - ii. Residence Manager, Operations
 - iii. Residence Manager, Student Development
- 5.2. There are three possible grounds for appeal:
 - i. *The sanction is too severe for the behaviour in question:* The sanction imposed is too harsh, either because it is disproportionate to the wrongdoing or because it is not similar to other sanctions imposed for similar infractions. A full explanation for why the sanction is excessive must be provided in the appeal.
 - ii. *Information that was unavailable at the time of the decision is now available:* The appellant must establish that the Advisory Designates did not have complete information about the circumstances surrounding the behaviour at the time of the decision. Note: Leaders are obligated to cooperate in the investigation. Withholding or tainting information in order to rely on those grounds for appeal will be considered an obstruction which may result in further disciplinary sanctions.
 - iii. *The accuracy or credibility of the investigation process was biased:* The appellant can establish that the investigation process was biased. Such bias might involve a conflict of interest or a preconceived notion about what happened, which reasonably could have tainted the fair assessment of the information collected during the investigation.
- 5.3. An appeal may be submitted to the Appeals Committee via email at leaderappeal@huron.uwo.ca
- 5.4. The appellant must submit a minimum one-page outline of which of the 3 grounds for appeal they are appealing on, and why they believe they are not in violation of the role specific contract(s), and/or the spirit and goals of the institution or why they have not caused harm to an individual or Huron University College.
- 5.5. The appeal must be presented in writing within ten (10) business days of the Advisory Designates' decision being communicated to the leader(s) and/or team(s).
- 5.6. The Chair of the Appeals Committee will be responsible for determining if the leader(s) and/or team(s) meets the grounds for appeal consideration.
- 5.7. Advisory Designates will also submit a report to the Appeals Committee outlining their decision rationale.
- 5.8. A decision will be communicated to the appellant from the Appeals Committee within ten (10) business days of the appeal submission. Huron may appoint a designate to the Appeals Committee if a member is unavailable.

6. Behaviours Resulting in Individual Sanctioning

This protocol applies to individual behaviours or actions which are not in compliance with the role specific contract(s), all Huron University College policies and procedures, and/or the spirit and goals of the institution.

The following examples do not comprise an exhaustive list:

- a. Inappropriate sexual actions or innuendos directed towards another student.
- b. Failure to be candid or forthcoming during an investigation or misrepresenting the truth.
- c. Inappropriate cheers or t-shirt artwork.
- d. Homophobic, sexist, racist, xenophobic, or discriminatory remarks or actions.
- e. Missing mandatory training sessions or team meetings without a reasonable excuse and/or advanced notice.
- f. Violation of published Huron policies, rules, or directives as well as published policies, rules, or directives of Western, King's, and Brescia.
- g. Causing damage or creating the potential for damage to the reputation of Huron University College.
- h. Not upholding the policies and procedures governing various roles and responsibilities as set by the respective team administrator.
- i. Disrespectful behaviour or disparaging comments directed toward other leaders, teams, students, staff members, or faculty.
- j. Violating the role specific contract.
- k. Any behaviours listed in section 8 of this policy.

7. Individual Disciplinary Sanctions

Huron University College believes in a progressive discipline model and determines appropriate outcomes to promote learning, while also balancing individual circumstances, and the impact on other students and leaders. While the Student Leader Behaviour Management Ladder is a progressive model, it is not always linear in nature and the disciplinary sanction may escalate as the result of a single incident.

Disciplinary Sanctions include the following:

- 7.1. *Verbal Warning*: A documented verbal warning on behalf of the institution regarding the leader's behaviour.
- 7.2. *Letter of Warning*: An official warning on behalf of the institution regarding the leader's behaviour. A letter of warning will impact a student leader's ability to apply for student leadership roles for the next academic year.
- 7.3. *Removal from the Role*: Immediate removal from the role. Removal from the role will impact a student leader's ability to apply for student leadership roles for the next academic year.

Disciplinary Sanctions may be issued in conjunction with Discretionary Sanctions.

Discretionary Sanctions include the following:

- *Educational and Restorative Sanctions*
 - Huron University College emphasizes appropriate conflict resolution methods, educational opportunities, and restorative sanctions, when appropriate. Educational or restorative sanctions may form part of a disciplinary sanction and include, but are not limited to, the following:
 - Apology Letter and/or Facilitated Discussion

- Mediation
- Written Reflection
- Coaching
- Appropriate online training modules through HR Downloads
- Educational and/or restorative sanctions require the leader to take responsibility and accountability for their behaviour and will be assigned, when appropriate, in conjunction with the disciplinary sanction by the Advisory Designates.

8. Behaviours Resulting in Team Sanctioning

This protocol applies to group behaviours of actions which are not in compliance with the role specific contract(s), all Huron University College policies and procedures, and/or the spirit and goals of the institution.

The following examples do not comprise an exhaustive list:

- a. Cheers, dances, team demonstrations, or uniform artwork containing inappropriate content or innuendo, including but not limited to: harassment; profane language or vulgar words; sexual innuendo; racist, homophobic, xenophobic, or sexist content; and actions offensive to students of various religious and/or cultural backgrounds.
- b. Cheers, dances, team demonstrations, or uniform artwork or activities that contain any content that may be damaging to the reputation of institution.
- c. Events and/or activities organized and executed by teams prior to and during the academic year that have not be reviewed by the team administrator.
- d. Reckless or destructive activities that may cause personal injury and/or property damage.
- e. Purposeful disregard of the expectations outlined within this policy and role specific contracts or demonstrated defiance toward the spirit and goals of the institution.
- f. Recruitment, training, or any other selection activities that have not been reviewed and approved the team administrator. Specifically, any activities that are conducted by a team that could be considered inappropriate, unwelcoming, unfair, inequitable, or hazing.
- g. The showing of any video at a recruiting, training, socials prior to and during the academic year that has not been reviewed and approved by the team administrator.
- h. Fundraising events organized and executed by team prior to and during the academic year that have not been reviewed and approved by the team administrator.
- i. Any team activity or event organized and executed by the team that does not meet the spirit and goals of the institution, violates Canadian law, creates exposure to unacceptable legal liability or poses reputational risk for the institution.
- j. Acts (verbal or physical) by a team done onto others intended to be demeaning or degrading.
- k. Acts of inter-team rivalry by a team that threaten the safety (physical or psychological) and inclusivity of members of the campus community. Such acts would include cheers or behaviours that imply the students of one team are “better” or “superior” to those of another team. Such behaviours serve to splinter the greater Huron community and serve to intimidate the team members.
- l. Teams that enter agreements with external or commercial organizations for the purpose of sponsorship, or the marketing of goods and services on campus without the express permission of the team administrator and institution.
- m. The sale or distribution of items or services by a team without review and approval from the team administrator.

9. Team Disciplinary Sanctions

The following are examples of potential sanctions. Sanctions may be applied to both current and former teams.

The following examples do not comprise an exhaustive list:

- a. A team may be required to attend an educational seminar or a training session which addresses the impact of their behaviour on, and the systemic issues facing individuals or groups in marginalized communities.
- b. A team may lose its right to have student leaders participate in the selection of its succeeding team, if applicable.
- c. A team may lose the right to choose its uniform articles, colors, artwork, and/or theme, if applicable.

10. Relationships to other Policies and Procedures

- 10.1. Non-Academic Student Code of Conduct
- 10.2. Harassment, Sexual Harassment, Racism, and Discrimination Prevention
- 10.3. Gender-based Sexual Violence