



## AGENDA REPORT TO BOARD OF DIRECTORS

MEETING DATE: September 25<sup>th</sup>, 2015

Item:	Management Activity Report
Presenters:	Cathy Clarke, General Manager Managing Directors
Purpose of Report:	For Information
Item #:	9.2

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### **Recommendation:**

*That the Board of Directors receive this report for information.*

### **Background:**

*The General Manager is the sole employee of the Board of Directors, and it is the Board's responsibility to "supervise the management of the affairs of the corporation." A report from the General Manager will be provided at each meeting, and is one tool to assist you with that responsibility.*

*Please note that members of the Board have access to the General Manager and Managing Directors in between meetings, and are welcome to ask questions, seek clarification, and engage with the GM and MDs.*

### **General Manager:**

- 1. Corporate Oversight of Financial and Human Resource Investments**
- 2. Team Development with and Dynamic Management of: *ongoing***
- 3. Strategy and Policy Work**
- 4. Mentoring and Advisory Capacity**

### **Managing Director, Finance and Administration:**

#### **1. Accounting Department**

- Implementation and ongoing continuous improvement of accounting procedures with a goal of improving efficiency and effectiveness.*
- Continuous review and solution identification for identified gaps in financial policies, procedures and processes.*
- Reviewing of full time payroll to ensure accuracy and completeness*
- Ongoing assessment of new Accounting Manager.*
- Staying apprised of ongoing changes and updates to accounting standards for non-profit organizations.*

- *Provision of senior level advice related to accounting matters. including coordination with legal counsel when necessary.*
- *Responsible for the oversight of accounting for Radio Western*
- *Continuous improvement of accounting procedures with the objective of improving efficiency and effectiveness*
- *Compliance with appropriate standards and practices, including internal controls and safeguards*
- *Ongoing objective of improving customer service provision in support of our stakeholders*
- *Cross-training of accounting staff to ensure depth within the department and to guarantee a continued high level of service*
- *Ongoing accounting/administrative support to Radio Western, including determination of accounting procedures, best practices*

## **2. Finance Department**

- *Member of the Budget Strategic Development team – works to ensure that Council directives and expectations are reflected in the budget. Team also works to ensure that a balance is struck between Corporate and Government structures of the organization.*
- *Sit as a non-voting member of Student Services Committee*
- *Acts as budget lead for the organization*
- *Lead budget strategist for the organization and responsible for creation and administering three year budget*
- *Work with General Manager to conduct resource audits of the organization on an annual basis*
- *Work with General Manager to plan and implement budget communication strategy with staff.*
- *Coordinates and administrates the Capital Budget and the Long Term Capital Plan*
- *Supporting role for corporate agreements containing financial implications*
- *Coordinates with external entities for: our audit (PwC) and for our actuarial reports (Mercer)*
- *Coordination with legal counsel as necessary*

## **3. Risk Management / Compliance Department**

- *Consults with Senior Manager Financial Services on high risk club events*
- *Implementation and ongoing continuous improvement of risk management procedures with a goal of improving efficiency and effectiveness for clubs and faculty councils.*
- *Negotiates and administers corporate insurance policy with insurance provider*
- *Coordination with legal counsel as necessary*
- *Coordinates completion of CRTC regulation documents for Radio Western*
- *Responsible for providing insurance advice with respect to club and faculty council events*
- *Completion of a new on-line training video for clubs, allowing clubs ongoing access to the material*
- *New Voluntary workshops for clubs with special interests (i.e. travel, fundraising, alcohol events)*
- *Ongoing administration of USC and Western policies and best practices when reviewing club/faculty council event proposals to ensure compliance and mitigate risk*
- *Ongoing improvement of compliance procedures to improve efficiency and effectiveness for clubs and faculty councils*

#### **4. Leadership**

- *Ongoing support and mentorship for Executive members and their teams.*
- *Participation in the strategic planning process.*
- *Ongoing special projects and initiatives as assigned by the GM.*

#### **5. Other**

- *Works with Gazette Publishing Committee to create a business plan for the department.*
- *Sits as a member of the UCC Coordinating Committee for the organization*
- *Ongoing continuous improvement of Creative Services with a goal of improving efficiency and effectiveness.*
- *Oversees Creative Services*
- *Consults with Senior Manager Promotions and Commercial Partnerships on the growth and development of the Promotions Department*

### **Managing Director, Government Services:**

#### **1. Advocacy Services**

- *Worked with Manager to develop a three-year vision for our services.*
- *Department supported Executive priority setting and provided advocacy training.*
- *Currently on-boarding a student intern to increase research capacity.*
- *Supporting the establishment of federal advocacy capacity in the wake of our withdrawal from the Canadian Alliance of Student Associations.*

#### **2. Legislative and Executive Services**

- *Supported the Summer Council Meeting.*
- *Managed legal and legislative issues related to the Council-initiated plebiscite.*
- *Working with Secretary-Treasurer to enhance Board governance processes; attended a two-day seminar regarding current best practices in Board governance, and will be looking to implement what we learned.*
- *Supported the Secretary-Treasurer with 'Operation Overhaul,' which is a major revision of our By-Laws and Policies.*
- *Supported Executive transition, including the implementation of training and development sessions and assisting with team priority setting.*

#### **3. Human Resources**

- *Assumed responsibility for the department in the Spring. Have begun working closely with the Senior Manager.*
- *Worked with Manager to develop a vision for Volunteer Resources and the establishment of enhanced training program for Executive members, student staff and volunteers.*

#### **Volunteer Services**

- *1st Annual USC Day on September 10th to increase awareness amongst students regarding USC services and opportunities*
- *4-day Volunteer Fair scheduled for September 21st-24th includes 1 internal day for USC and Western volunteer opportunities as well as 3 days of external organizations providing a diverse offering of volunteer opportunities to students.*
- *43 Student Coordinators attended orientation session and training on August 29th*

## **USC Alumni Relations**

- *USC 50th Anniversary celebration on September 26th includes a tour, social event and concert*
- *Concerted effort over the last 6 months to connect, communicate and receive feedback from USC Alumni*
- *Planning 2 events before fiscal year end to increase awareness and garner support for the USC Endowment Fund*
- *Alumni provides foundation of student development programs in facilitating sessions and providing training*

## **Health & Safety**

- *Continued improvement of Health & Safety policies and procedures, most notably the Harassment, Discrimination and Violence Prevention Policy and creation of an accompanying procedure.*
- *All student Interns, Associate Vice-Presidents, Coordinators, Part-time and Full-time Employees are currently receiving Health & Safety Training*

## **Labour Relations**

- *Collective Bargaining scheduled for October 19th, 21st and 23rd*
- *Working with the union to facilitate secondments for union employees to take on more responsibility in management roles*

## **Staff Engagement**

- *New internal communication website and recognition initiatives in response to staff engagement survey*
- *Senior Leadership Team created in response to request for more visible and effective leadership.*

## **Recruitment**

- *Investment in LinkedIn career page and recruiter seat to take a proactive approach to recruitment*
- *Launching recruitment strategy for full-time and student roles*

## **Student Development**

- *Partnering with Student Success Centre to increase awareness of student opportunities*
- *Development sessions schedules for students at all involvement opportunities within the USC including Council, Board, Coordinators, Interns/AVP's and Executive*
- *All development sessions will qualify for recognition under the Western Co-curricular Record criteria*

## **4. The Gazette**

- *Editor in Chief and his staff are in the process of implementing their 'digital transformation,' launching an app, moving down to two print editions a week, and re-vamping their work-flows.*
- *Working with Gazette Composing staff to ensure they have the necessary training and workflow processes to support digital transformation.*

- *Westernizer was created by Gazette Composing staff over the summer.*
- *Supporting Secretary-Treasurer to introduce a 'Gazette Publishing Board' to offer enhanced governance, business planning and oversight of The Gazette.*

## **Managing Director, Facilities and Operations**

### **2. Development of Exec Support through PMO processes and staff**

- *Several meetings and follow up support for the Exec on their initiatives*
- *Tracking Sheets, Charters, Registry*
- *Further development of project process over the summer as well as project coordinator*

### **3. Food and Beverage/WF**

- *Wave management re-org and cross-training to cover site managers maternity leave in March*
- *Re-work of menus in both Spoke and Wave to be more student focused in the Wave and Speed up wait times in the Spoke*
- *Continued execution of WF business plan. Full implementation of new rental policies and student focused pricing & marketing package*
- *Focus on revamping student staff training for better operational & safety focus*

### **4. IT**

- *eCommerce portals - new sites for Soph fee collection, Schulich fees and Formal tickets, Volunteer Fair registration; updates to PurpleStore to accommodate extra shipping charges to US, and to Creative Services for business card changes. \$140,000+ in sales since July 1.*
- *Web - revamped westernusc.ca Exec pages and main site navigation; new sites for EnviroWestern, PurpleBikes Peer Support Network, Wave, Spoke; set up / configuration / training on oweek.ca site; multiple job postings; update for involvementcompass.ca. Moved site to a new server to accommodate increased traffic*
- *Hub - new features including photo gallery, Sunshine moment, glossary; HR training and hand-over.*
- *Cineplex Digital Networks - follow-up meeting and a tour through the UCC; expecting proposal from them by end of the month; discussed ad approval / revenue potential with Ian.*
- *HOCO - launched and managing ticket site; current total sales at \$135,000*
- *Computer issues - replaced / reinstalled Ashley's hard drive, CHRW installs, Greyhound issues, Jeff's computer, PurpleStore POS connections.*
- *Gazette Digital Transformation – Project Manager for RFP, vendor selection and managing vendor relations, but now have handed over to Editorial / Composing staff for implementation.*
- *Hot Schedules - software installed at Wave and Spoke.*
- *Elections – implementing new voter portal*
- *Clubs Week – set up and configure online and in-person club registration and payment systems. Track membership and update club portal, provide reports to finance.*
- *Bus Pass – managed database uploads for distribution system, provide usage reports*
- *Orientation – set up and configure O-Pass pick-up system*

### **5. Productions**

- *Planning for Orientation week*
- *Programming planning for the School year*
- *Partnerships with LiveNation and other promotional companies to source talent and promote events*

- *Working through the combination of departments between building services and Productions*

## **6. Building/Reservations**

- *Planning and coordination to combine Western Connections and Mustang Central*
- *Planning and coordinating to combine the 2 sets of staff*
- *Training and development of new leadership in the department to be able to manage the departments.*
- *Maintenance of building spaces and furniture*

## **7. Renovations**

- *Finishing the Peer Support space on the second floor*
- *Early August we started a renovation for the Wellness center on the lower level*

## **8. Leadership**

- *Exec transition; strengths finder, MBTI, support and learning*
- *Orientation Strategic Plan Project support*
- *Strategic Planning with Senior Leadership/Exec*
- *Advising and Mentoring where needed or required*

## **9. Promotions and Commercial Partnerships**

### **Universal Bus Pass**

- *Along side the General Manager and the USC President, collaborating with FSU and SOGS to negotiate a new contract with LTC. Current contract expires August 31, 2016.*
- *Continuous review of program to identify gaps and create greater efficiencies.*
- *Enforce usage policy and maintain the integrity of the program.*
- *Ongoing training of the Coordinator, Student Benefits.*
- *Collaborating with UWO and LTC to implement Smart Card usage.*

### **Student Health/Dental Plan**

- *Continuous monitoring of the plans' usage to ensure adequate funding balance between premiums collected and claims paid.*
- *Train and monitor the progress of the Coordinator, Student Benefits.*
- *Monitor claim usage to identify trends.*

### **Promotions Department**

- *Intergrade promotions team within the USC's mission.*
- *Onboarding the Promotions Manager.*
- *Seek out opportunities for student interns.*
- *Staff support and growth.*
- *Business plan—future outlook.*
- *Develop metrics to assess departments progress.*

### **Sponsorship Program**

- *Develop and implement a sponsorship program that is in line with USC policies and UWO regulations.*
- *Collaborate with USC Sales Representative and other stake holders to assess the value of gaining access to campus.*
- *Business plan—future outlook.*

**Purple Store**

- *Continue to look for products that distinguishes us from the Book Store; keeping COGS and expenses to a minimum in order to maintain competitive pricing.*
- *Seek out ways to enhance the part-time staffs' (students) experience.*

**Late Night Busing (Mustang Express)**

- *Continuous collections of ridership data that assist us in examining the established routes (Purple and Silver routes) and to monitor trends.*
- *Continue to collaborate with our services providers (Voyageur and Security Concept) to seek out efficiencies.*
- *Continue to evaluate program's validity and students' safety.*

**Exams Shuttles**

- *Continuous collections of ridership data to ensure program's validity.*
- *Continue to collaborate with our services provider (Robert Q) to seek out efficiencies.*

**Purple Bikes**

- *Continue to grow the sales of used bikes while maintaining the rental service.*
- *Seek out efficiencies to ensure Purple Bikes becomes sustainable.*

**UCC Tenants**

- *Provides guidance to tenants to ensure UWO Policies are adhered to, and lease agreement is followed.*

**Leadership**

- *Work with external partners to negotiate LTC contract.*
- *Create partnerships with internal (USC) and external (UWO) stakeholders to develop a sponsorship program that values entry into the campus market. Reach out to community members and national brands to communicate the value of accessing the campus community.*
- *Ongoing support and coaching of direct-reports.*
- *Complete performance assessments for managers and staff.*

**Attachment:**

*University Students' Council Projects Register as of: September 21, 2015*

**Sign-Offs:**

<i>General Manager:</i>	<i>Cathy Clarke</i>	
<i>Managing Director, Corporate and Financial Resources</i>	<i>Carrie Passi</i>	
<i>Managing Director, Government Services</i>	<i>Scott Courtice</i>	
<i>Managing Director, Projects and Facilities</i>	<i>Jeff Armour</i>	





University Students' Council  
 Projects Register as of:  
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 USC Board Room



SPONSOR	Project	Deadline	Who	Budget	Goals
PRESIDENT Sophie Helpard	Expanding Beerfest	September 23	Mark L.	\$15 000 (Pending from Susan G.)	<ul style="list-style-type: none"> <li>• Reconstructing last year's Beerfest</li> <li>• Additional sourcing (interest from vendors)</li> </ul>
	Experiential Learning Fund	Sept. 26	Sophie, Cathy	\$100 000	<ul style="list-style-type: none"> <li>• \$ distributed as grants and bursaries</li> <li>• <del>Working with alumni &amp; campus staff</del></li> <li>• <del>Requires students and alumni involvement</del></li> <li>• Currently underway</li> </ul>
	Homecoming	Sept. 24-27	Jeff A.	TBD	<ul style="list-style-type: none"> <li>• Draw crowd away from Broughdale</li> <li>• <del>DVBBS &amp; OLP</del></li> <li>• <del>VIP perks</del></li> <li>• <del>Keep ticket prices low for students</del></li> </ul>
	Coordinator/AVP Experience	Pilot in January	Val	0	<ul style="list-style-type: none"> <li>• Exit interview systems</li> <li>• Capped hours document (specific to each AVP, establish mutual expectations between AVP and VR)</li> <li>• Exec involvement in initial discussions, where necessary</li> <li>• End of the year: final reporting system and exit interviews</li> </ul>



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SPONSOR	Project	Deadline	Who	Budget	Goals
	Orientation Makeup Concert	Sept. 7			<ul style="list-style-type: none"> <li>Secure artist</li> <li>Specific promotion</li> </ul>
	Policy Paper Process	January Council meeting	Nick S.	\$4000	<ul style="list-style-type: none"> <li>Promotional materials</li> <li>Quarterly submissions</li> </ul>
SECRETARY TREASURER Jonathan English	Operation Overhaul				<ul style="list-style-type: none"> <li>Policies and bylaws</li> <li>TBD</li> </ul>
	Council Chambers & Council Meetings	July	Scott	0	<ul style="list-style-type: none"> <li>Moved to community room or Mustang Lounge</li> <li>More accessible and more public</li> <li>Council Vote on Sept. 30</li> </ul>
	Invisible Costs Case Study	August	Carrie	0	<ul style="list-style-type: none"> <li>Service-based model?</li> <li>Reduce overhead</li> <li>Review subsidy process for clubs</li> </ul>
COMMUNICATIONS OFFICER Kevin Hurren	New Feedback Mechanisms	Fluctuating throughout the year (primarily council meetings)	Scott, Nick S	TBD	<ul style="list-style-type: none"> <li>Tiered feedback structure</li> <li>For when exec and coordinators want to solicit student opinion</li> <li>Level 1: online 1</li> <li>Level 2: people with iPads canvassing UCC</li> <li>Level 3: clicker surveys in classrooms</li> <li>Level 4: incentivized surveys, visit classrooms, focus groups (and previous levels)</li> <li>Initiation: present exec platform points; students rank their priorities)</li> </ul>



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COMMUNICATIONS OFFICER Kevin Hurren	<del>Organize Internal            Communication            System</del>	<del>End of summer</del>	<del>Exec</del>	<del>0</del>	<ul style="list-style-type: none"> <li>● <del>Summarize services of communications profile accessible online</del></li> <li>● <del>Make selections and provide details of event, document is reviewed by execs and/or coordinators and given to appropriate party (i.e. do you want marketing? Do you want an exec at the event?)</del></li> </ul>
	Financial Transparency	Monthly	Exec, Cathy, Carrie	0	<ul style="list-style-type: none"> <li>● Series of published documents and ledgers</li> <li>● Ongoing</li> </ul>
	Website Reno	End of summer	Geoff Pimlatt	0	<ul style="list-style-type: none"> <li>● <del>Reorganize information</del></li> <li>● <del>User friendly</del></li> <li>● <del>Transparency of information</del></li> </ul>
	Western TV	TBD	TBD	TBD	TBD



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VP EXTERNAL Lindsee Perkins	Advocacy Week				<ul style="list-style-type: none"> <li>TBD</li> </ul>
	Federal Get out the Vote	Begins Sept. 21 Ends Oct 19	Lindsee, Nick S., Advocacy Task Force	\$1500	<ul style="list-style-type: none"> <li>“My Vote Matters” week</li> <li>Instagram account with whiteboard</li> <li>Lawn signs all over campus</li> <li>Promo: 3 videos, rave cards, posters, lawn signs, social media ads</li> </ul>
	Food Labels	TBD	TBD	TBD	<ul style="list-style-type: none"> <li>TBD</li> </ul>
	Party Registry	Pilot in second semester	Sophie, Nick S.	TBD	<ul style="list-style-type: none"> <li>USC monitors the program</li> <li>Onus on USC—design and spearhead the project</li> <li>Require housing’s participation</li> </ul>
	Restorative Justice	Ongoing	Sophie, Cathy, Nick S.	0	<ul style="list-style-type: none"> <li>Monthly meetings with stakeholders</li> <li>Town &amp; Gown Association</li> </ul>
	Tenant Rights Campaign	TBD	Scott, In-house	TBD	<ul style="list-style-type: none"> <li>Promotion materials (onsite): videos with WesternTV, print, space (UCC atrium)</li> </ul>
	VP STUDENT EVENTS Taryn Scripnick	Clubs Week & Space	Immediately following O-	Val	0



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SPONSOR	Project	Deadline	Who	Budget	Goals
		<del>week</del>			<ul style="list-style-type: none"> <li><del>Map: online and large print</del></li> <li><del>Compass</del></li> </ul>
	Clubs CGC	Begin this year	Val	0	<ul style="list-style-type: none"> <li>Create new committee—mandate review committee</li> <li>Review older groups</li> <li>Executed by AVPs</li> </ul>
	<del>Develop VPSE Roundtable</del>	<del>September—O-week</del>		<del>0</del>	<ul style="list-style-type: none"> <li><del>Prevent double booking of events</del></li> <li><del>Collaborate schedule of events, so they are not overshadowed by USC events</del></li> </ul>
	Diverse Programming	Throughout	Josh	TBD	<ul style="list-style-type: none"> <li>Includes underage students</li> <li>Incorporate wellness</li> </ul>
	Purple Events	September-March			<ul style="list-style-type: none"> <li>Branding: create a logo</li> <li>Series of events (Purple Fest, Purple frost, Finale)</li> <li>Finale will focus on Wellness</li> <li>Need to have a presence (branded events monthly)</li> </ul>
	Public Arts	Sept.-Reverie in March			<ul style="list-style-type: none"> <li>Build up to Reverie festival in March</li> <li>More art performances in Atrium</li> <li>Avg. 2 times a month</li> <li>Will be branded</li> </ul>
	Review Charity Orientation		Jeff A.	TBD	<ul style="list-style-type: none"> <li>For next O-week: won't results until next year, and will apply to strat plan</li> <li>Measurable data: student opinion of current O-week</li> </ul>



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VP INTERNAL Alex Benac		October			charity events (i.e. Shinerama & Terry Fox run)
	Syllabi	September, January	Alex	0	<ul style="list-style-type: none"> <li>• Prioritize faculties—who will be most responsive?</li> <li>• Health Science &amp; FIMS initial target</li> </ul>
	Mental Health Guide	September, January	Nick S.	0	<ul style="list-style-type: none"> <li>• Currently lack one self-contained resource</li> <li>• Accessible to everyone on campus (online &amp; print—print in Peer Support centre)</li> <li>• Make available through OWL Make available through OWL</li> </ul>
	Peer Support Centre (Opening)	Sept. 29	Cathy, Scott, Josh	\$50 000 (x2)	<ul style="list-style-type: none"> <li>• <del>Measure of consistent problems and fill those gaps</del></li> <li>• <del>Able to measure impact of PSC on students</del></li> <li>• <del>Two tier volunteer system: to be paired with students considered high risk</del></li> <li>• Commitment to outlined responsibilities (UWO &amp; USC)</li> <li>• Opening event: Training, food, marketing, initiatives</li> <li>• Sept. 29<sup>th</sup>!</li> </ul>
	Experiential Learning	Recognition program: 2 <sup>nd</sup> semester		\$1000	<ul style="list-style-type: none"> <li>• Recognition program: excellence in teaching</li> <li>• <del>Student community perspective: same level of service other institutions offer, have a unit in success centre, cross-listing across faculties</del></li> </ul>



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SPONSOR

Project

Deadline

Who

Budget

Goals