



AGENDA REPORT TO BOARD OF DIRECTORS

MEETING DATE: February 26th, 2016

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

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

- Ongoing accounting/administrative support to USC and Radio Western
- Continued cross-training of staff to ensure depth and efficiencies
- Oversight of management of workload due to heavy training schedule within department
 - Accounting Manager going on maternity leave, former accounts payable coordinator now training for Accounting Manager position, former Admin Assistant now training in the Accounts Payable coordinator position, new admin assistant.
- Accounting support to senior management and front line managers in an effort to improve the processes and the level of skill within the departments who are responsible for submitting information to accounting

2. Finance Department

- Successful budget formulation by all senior managers
- Improved departmental narratives received as part of budget process
- Managers more engaged in budget process - as a result, more in-depth discussion of the now as well as potential for the future
- Multiyear budget with a positive bottom line looking out over the 4 years
- Ongoing review of risk with goal of mitigating liability and improved compliance procedures

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
- 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.
- Budget coordination and communication with managers as well as staff
- Ongoing special projects and initiatives as assigned by the GM.

5. Other

- Works with Gazette Publishing Committee to ensure business plan for the department stays on track.
- Sits as a member of the UCC Coordinating Committee for the organization

Managing Director, Government Services:

1. Governance

- Worked with team to enhance our agenda processes to ensure the Board has sufficient information to arrive at decisions and that information is also provided to the public to increase transparency of Board decision-making. Also evaluating ideas from Board retreat to better support the Board's work - part of this will involve ensuring adequate staff resource to administer a higher level of service.
- Supported the development of a number of governance policies as part of the roll-out of the new By-Law #1.
- Supported the Gazette Publishing Committee as it met to receive the Gazette budget and approve a number of policies, including a revised elections procedure.
- Coordinated legal advice on a number of issues.
- Supported Elections Committee with advice, and ensured a smooth rollout of the new voting software.
- February and March are the busiest times for the governance team, so much thanks for your patience and support.

2. Advocacy Services

- Supported the Executive with a pre-budget submission to the province and public consultations on the Municipal budget.
- Supporting President to coordinate an Ottawa visit in March with other post-secondary students' councils in order to move forward federal advocacy issues.

3. Leadership

- Participated in the finalization of the USC Budget, including units that are my responsibility
- Finalizing a Risk Framework for the organization, which will come to the Board in March for feedback. This has taken an extra month due to the budget process taking priority with managers.
- Business model assessment continues at Creative Services.
- Plotting next steps with our relationship to CHRW Radio Western.

4. Human Resources

- Negotiations has been completed with a ratified Collective Bargaining Agreement which will take effect January 1st, 2016
- Staff are participating in an enhanced performance assessment process which focuses on setting short-term goals and addressing professional development goals prior to budget
- Mentorship Event taking place on November 18th for current Executive as well as those from the recent past for the purposes of strengthening peer to peer connections with USC Alumni

Volunteer Services

- USC Day and Volunteer Fair executed successfully with plans to make improvements and continue successes
- Working with the Success Centre on qualifying more USC volunteer opportunities under the Western Co-Curricular Record program
- USC Coordinator, AVP and Intern Recognition Event planned for November 16th

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*

5. The Gazette

- *First Publishing Committee meeting will be this month, so we've been supporting Iain and his team to get that off the ground.*
- *Digital transformation is rolling along, and the mobile app is in final stages of development.*
- *In conjunction with Carrie Passi, we'll be doing a check-in on business plan progress in advance of budget season and adjusting budget assumptions based on our analysis.*
- *It appears that ad sales have not been adversely affected by moving to 2-days a week, but we'll keep a close eye on trends.*

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

- *The Wave continues to train managers filling in for the maternity leave of the Wave Site manager beginning in mid-March*
- *Currently analyzing beer pricing at the Spoke and comparing to campus and the London Marketplace. Will make recommendations based on these findings in the spring that will impact pricing in the spring*
- *Working with suppliers to contract price some of our fluctuating commodities such as lettuce, tomatoes and proteins*

- Western film is currently restructuring its rental pricing structure to reflect the increased costs of producing events in the McKellar room.
- Western Film is implementing a more efficient billing process to help accounting reconcile payments for events in the McKellar room
- Implementing a secret shopper program for the Spoke and the Wave to get data on service and quality in our foodservice operations

4. IT

Ecommerce:

- Ended Club registrations for 2015/16. Processed 15,735 memberships. Total club membership fees collected was \$199,458.
- Event tickets created for PurpleFrost, Charity Ball, Superbowl / Carnage, Eh440, Free The Children, OHM, Dine in the Dark, MSA
- Configured Square terminal for mobile Event ticket sales
- Configured Chase pinpad for Club membership drive

Web:

- PurpleStore T-Shirt Design contest
- Multiple postings for AVP, Intern, Coordinator positions
- Updates to Wave, Mustang Central, Awards, Transportation
- Created RSVP forms for HR, Promotions
- Created online Health and Safety Quiz for HR
- Created Mental Wellness Resource site on OWL
- Discussing with Western Communications re: a USC landing page on their site
- Created Gazette Sex Survey
- Regular updates to Western Events calendar, UCC Visix screens

Email:

- Created westernusc.ca emails for remainder of staff
- Created Charity Ball email and images for mass mail out

Computer Issues:

- Installed software updates
- New video card and multiple monitors for Finance workstation
- Configured new user / profiles for maternity leave position
- Set up netbooks for Clubs Training sessions; provided data to Compliance
- Configured software on CHRW computers
- Registered new Gazette printers for network access

Elections:

- Configured and managed Huron student council election
- Configured 10 netbooks and 3 iPads for use by the Elections Committee as remote polling stations

BOG Representation:

- Configured and managed the USC Spring election (19 unique positions, 32223 voters, 7756 voted)

Clubs:

- Meeting with Western club stakeholders re: information and resource sharing
- Working with CollegiateLink re: distributed administrative access to club types
- Shared system integration details with McGill Student Society

IT Intern:

- Continued tweaking of Western Film site
- Research into Facebook Photo Contest options
- Research into WordPress shopping cart / payment integration

Creative Services Evaluation:

- Negotiated tentative contract with Ricoh

MISC:

- Renewed retail POS software maintenance license
- Payroll tax table updates for Finance

5. Productions

Events

- o Recent Event: **Stevie Starr** (professional regurgitated)
– Americas Got Talent 2015 4th Place winner) – Wave Oct 22
- o Recent Event: **Charity Haunted House** - Mustang Lounge Oct 26 – 28
- o Recent Event: **Alvways** (LiveNation Show) – Wave Oct 30
- o Upcoming event: **3LAU** (EDM DJ event) – Mustang Lounge Friday Nov 13th
- o Upcoming event: **Autumn Hill w/ Jason Benoit** (country show) – Wave Nov 26th
- o Upcoming event: **Alessia Cara** (singer) – Wave Jan 7
- o Upcoming event: **Eh440** (acapella band) – ALL AGES SHOW @ Wave Jan 28
- o Upcoming event: **Carnage – SuperSunday afterparty** (EDM DJ)
– Partnership with Premier Life – Mustang Lounge – Feb 7
- o Event in development: Beach Party w/ Feature DJ – Purple Frost
- Mustang Lounge Jan 9
- o Event in development: Paint Party w/ Feature DJ – Purple Finale
– Mustang Lounge Date TBD
- o Speaking event with Brescia College has been put on hold.
- o Production Team working on set for Theatre Western Fall Play at McManus
- o Charity Ball planning continues – event in Mustang Lounge January 30 – Theme: Aura

Building/Reservations

- Planning and coordination to combine Western Connections and Mustang Central
- Installed new audio / video gear into Community Room to accommodate Council Meetings and events moving forward
- Working with VP Events to develop new policy surrounding dance rehearsal space, using the community room and the adjoining 269. This is to better serve USC Dance clubs and to help alleviate tension throughout building where un-booked space is being used for dance practice.
- Typical vendor / commercial business throughout October
- Imaginus Poster Sale Nov 18/19

6. Renovations

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

7. 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*

8. Promotions and Commercial Partnerships

Universal Bus Pass

- *Alongside 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 department's 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 distinguish 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: February 11th, 2016

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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SPONSOR	Project	Deadline	Who	Budget	Goals
PRESIDENT Sophie Helpard	Expanding Beerfest	September 23	Mark L.		<ul style="list-style-type: none"> ● Reconstructing last year's Beerfest ● Additional sourcing (interest from vendors)
	Experiential Learning Fund	Sept. 26	Sophie, Cathy	\$100,000	<ul style="list-style-type: none"> ● \$ distributed as grants and bursaries ● Working with alumni & campus staff ● Requires students and alumni involvement ● Currently underway
	Homecoming	Sept. 24-27	Jeff A.	TBD	<ul style="list-style-type: none"> ● Draw crowd away from Broughdale ● DVBBS & OLP ● VIP perks ● Keep ticket prices low for students ● Debrief—review planning for planning logistics for next year
	Coordinator/AVP Experience	Throughout year	Exec	0	<ul style="list-style-type: none"> ● Review all coordinator & AVP job descriptions (before posted for next year) (current exec, final approval from HR) (before December) ● Completed exit interviews (exec complete with each of people in their portfolio) (begin April, finish May) ● Transitional piece: each VP transitions new exec, ensure each current exec has provided successor ability to perform mutual expectation document within their portfolios (May)



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	Orientation Makeup Concert	Sept. 7		\$15,000 (Pending from Susan G.)	<ul style="list-style-type: none"> Secure artist Specific promotion
	Policy Paper Process	January Council meeting	Nick S.	\$4000	<ul style="list-style-type: none"> Promotional materials Written in draft form in December, edited over Christmas break, submitted to council in January Writers employed (3) Determined topics, passed through council
SECRETARY TREASURER Jonathan English	Operation Overhaul	December & March	Scott, Nick S.	0	<ul style="list-style-type: none"> Policies and bylaws Revise parameters (readable, not contradictory) Focus on best practice New bi-laws (except bi-law 2) → December Bi-law 2 revision → March Bi-law 3 completed, 1, 4, & 5 completed by December
	Council Chambers & Council Meetings	October	Scott	0	<ul style="list-style-type: none"> Moved to community room or Mustang Lounge More accessible and more public Council Vote on Sept. 30 Approved setup (map) Need quotes (October)
	True Costing	February (aligns with budget)			<ul style="list-style-type: none"> Joined with budget—match budget timelines Make visible “eaten costs” Each department will be shown the actual and all costs for a service (within an invoice)



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	Speaker Reform	Oct. 16 & November	Andrew Lalka	0	<ul style="list-style-type: none"> • Change position • Create job description, source candidates, select incumbent • Presented to council
	Board Audit Committee	May 30th	Scott, Carrie, Nick S.	TBD (stipend/reimburse for commute)	<ul style="list-style-type: none"> • Recruiting in January, policy passed by board in December • External audit committee board of directors • Perform audits on USC (identify & manage risk)
	Create FIC	TBD	AVP Lindsay Banks	TBD	<ul style="list-style-type: none"> • Bring together student council presidents & VPs to discuss planning (Faculties only) • Succession planning • All funds received are the same • Understand people involved and procedures
	Grants Committee	November & TBD	Carrie, Nick, Robin		<ul style="list-style-type: none"> • Increase public awareness • Improved rules and guidelines • Web presence • Physical preference (opportunity events, posters) • Awards ceremonies (annual or monthly) • Rubric completed by Remembrance Day
	Invisible Costs Case Study	August	Carrie	0	<ul style="list-style-type: none"> • Service based model? • Reduce overhead • Review subsidy process for clubs
COMMUNICATIONS OFFICER Kevin Hurren	New Feedback Mechanisms	Fluctuating throughout the year (primarily council)	Scott, Nick S	\$1500	<ul style="list-style-type: none"> • Tiered feedback structure • Preliminary training complete (regarding data retrieval and analysis) • First survey complete



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COMMUNICATIONS OFFICER Kevin Hurren		meetings)			<ul style="list-style-type: none"> • For when exec and coordinators want to solicit student opinion • Level 1: online 1 • Level 2: people with iPads canvassing UCC (waiting on promotions “street team”) • Level 3: clicker surveys in classrooms (logistics and implementation TBD) • Level 4: incentivized surveys, visit classrooms, focus groups (and previous levels) • Initiation: present exec platform points; students rank their priorities) • Gold cards used as incentive • Potentially revise amount allocated in budget
	Organize Internal Communication System	End of summer	Exec	0	<ul style="list-style-type: none"> • Summarize services of communications profile accessible online • 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?)
	Financial Transparency	Monthly	Exec, Cathy, Carrie	0	<ul style="list-style-type: none"> • Series of published documents and ledgers • Ongoing • Timelines dependent on reconciliation after events & budget process



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	Website Reno	End of summer	Geoff Pimlatt	0	<ul style="list-style-type: none"> • Reorganize information • User friendly • Transparency of information
VP EXTERNAL Lindsee Perkins	Advocacy Week	November 9-13	Nick S.	\$200 (travel reimbursements for delegates)	<ul style="list-style-type: none"> • Speak with as many city stakeholders as possible about issues pertaining to students, then making requests (i.e. bringing it to council, writing letter of support) • Deliverables: see movement/follow through in advocacy initiatives we are pushing • Need to do: identify issues to present (within the next week)
	Federal Get out the Vote	Begins Sept. 21 Ends Oct 19	Lindsee, Nick S., Advocacy Task Force	\$1500	<ul style="list-style-type: none"> • "My Vote Matters" week • Facebook event • Lawn signs all over campus • Promo: 3 videos, rave cards, posters, lawn signs, social media ads • Goal is 5000 students voting
	Party Registry	Pilot in second semester	Sophie, Nick S.	TBD	<ul style="list-style-type: none"> • USC monitors the program • Onus on USC design and spearhead the project • Require housing's participation • Police onboard • In talks with Fanshawe • Logistics TBD
	Restorative Justice	Ongoing	Sophie,	0	<ul style="list-style-type: none"> • Monthly meetings with stakeholders



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			Cathy, Nick S.		<ul style="list-style-type: none"> • Town & Gown Association • Police onboard • In talks with Fanshawe • Create working group
	Tenant Rights Campaign	November 16-20	Scott, In-house	\$300	<ul style="list-style-type: none"> • Promotion materials (onsite): videos with WesternTV, print, space (UCC atrium) • Every day have new focus on what it means to be a tenant in London • Met with bi-law manager, fire inspectors, UWO Housing, going to meet with London property management association
VP STUDENT EVENTS Taryn Scripnick	Clubs Week & Space	Immediately following O-week	Val	0	<ul style="list-style-type: none"> • Place clubs according to category • Map: online and large print • Compass
	Clubs CGC	Ongoing	Val	0	<ul style="list-style-type: none"> • Create new committee — mandate review committee • Review older groups • Executed by AVPs • Updated terms of reference • Mimic elections committee, how CGC should run • Committee members selected • TBD: training, and rest of year
	Develop VPSE Roundtable	September O-week		0	<ul style="list-style-type: none"> • Prevent double booking of events • Collaborate schedule of events, so they are not overshadowed by USC events • Facebook group • Received formal, ensure no conflicts • Next meeting: October, focus on collaboration and



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					<p>how USC can support (i.e. get a speaker)</p> <ul style="list-style-type: none"> • Deliverable: students recognize and utilize USC in event planning efforts • Structure for sanctioning
	Diverse Programming	Throughout	Josh	TBD -talent, frequency of events, and level of collaboration	<ul style="list-style-type: none"> • Includes underage students (determine which event can be all ages) (i.e. paint party, beach party) • Charity ball (wet & dry night), will be held on campus (ML) • Incorporate wellness • Nuit Violette, Kevin Breel, performers in atrium • Mental health wellness week, and separate days • Collaborate with coordinators, clubs, other execs
	Purple Events	September-March			<ul style="list-style-type: none"> • Branding: create a logo • Series of events (Purple Fest, Purple frost, Finale) • Finale will focus on Wellness • Need to have a presence (branded events monthly) (coordinator putting on monthly events, to complement 3 larger events) • USC now responsible for fest (Down with Webster concert) and finale (night programming, big speaker, big event) • Purple events created own logo (complimentary things of fest, frost, finale) (day time programming)
	Review Charity Orientation	October	Jeff A.	TBD	<ul style="list-style-type: none"> • For next O-week: won't results until next year, and will apply to strat plan • Measurable data: student opinion of current O-week charity events (i.e. Shinerama & Terry Fox run)



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					<ul style="list-style-type: none"> • Reviewing at OPC level • Might make the position a head soph position—make whole team more accountable • Review how they operate (successful)
	Public Arts	Sept.-Reverie in March			<ul style="list-style-type: none"> • Build up to Reverie festival in March • More art performances in Atrium • Avg. 2 times a month • Will be branded—currently working on logo • Part 2 Nuit Violette (second term), perhaps in Mustang Lounge, or with snow (wintery themed) • Contacted music council for student performers, collaborating with ethnic cultural coordinator for event that reflect indigenous culture
	PEG	Ongoing	Events-related staff		<ul style="list-style-type: none"> • Programming & entertaining group • Reviewed events over next 4 months • Cross-communication (across departments) • Future: include AVPs & Wave/Spoke staff for additional input
	Syllabi	September, January	Alex	0	<ul style="list-style-type: none"> • Prioritize faculties—who will be most responsive? • Health Science & FIMS initial target
	Mental Health Guide	September, January	Nick S.	0	<ul style="list-style-type: none"> • Currently lack one self-contained resource • Accessible to everyone on campus (online & print—print in Peer Support centre) • Make available through OWL Make available through OWL • Working with student success centre • First draft ready, estimated publish date is in October



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VP INTERNAL Alex Benac	Peer Support Centre (Opening)	Sept. 29	Cathy, Scott, Josh	\$50 000 (x2)	<ul style="list-style-type: none"> • Measure of consistent problems and fill those gaps • Able to measure impact of PSC on students • Two tier volunteer system: to be paired with students considered high risk • Commitment to outlined responsibilities (UWO & USC) • Opening event: Training, food, marketing, initiatives • Sept. 29th!
	Wellness Centre in Basement	Throughout year	Cathy, Jeff, Carrie	\$50 000	<ul style="list-style-type: none"> • Student experience is primary partner • Wellness centre, non-billable mental health resources • MOU in the works • Signing lease
	Experiential Learning	Job shadowing in 1 st term Recognition program: 2 nd semester			\$1000