



## AGENDA REPORT TO BOARD OF DIRECTORS

MEETING DATE: April 15th, 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
  - Management of increased workload due to heavier work volumes associated with September return of students
  - Accounting support to senior management in preparation for budget season
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2. Finance Department
  - Successful completion of clubs and faculty council training; using both the newly created training video and original lecture-style presentations

- Workshops conducted for student groups involved with sponsorship/fundraising and travel outside the city
- Ongoing review of risk with goal of mitigating liability and improved compliance procedures
- 505 event proposals submitted for the month of September

### **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. Governance**

- Coordinated a number of due diligence reviews with McKenzie-Lake related to Board of Directors in-camera matters.
- Supported Secretary-Treasurer and Elections Committee through the PVP elections.
- Very busy time for governance administration, supporting Council and Board meetings due to budget approval, AGM and some in-camera issues.

### **2. Advocacy Services**

- Coordinated a number of due diligence reviews with McKenzie-Lake related to Board of Directors in-camera matters.
- Supported Secretary-Treasurer and Elections Committee through the PVP elections.
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### **3. Leadership**

- *Coordinated a number of due diligence reviews with McKenzie-Lake related to Board of Directors in-camera matters.*
- *Supported Secretary-Treasurer and Elections Committee through the PVP elections.*
- *Very busy time for governance administration, supporting Council and Board meetings due to budget approval, AGM and some in-camera issues.*

### **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**

- *Full transition of Wave Night Manager into the Site Manager Maternity coverage has taken place and he has assumed all duties as of March 1/6*
- *Labour reductions taking place in both Wave and Spoke. The Wave currently has a 20 hour per day goal between the FOH and BOH. The Spoke has eliminated the mid-day manager shift.*
- *Currently a full labour structure analysis is being conducted in both the Wave and Spoke which will result in recommendations that will be implemented in next fiscal.*
- *New Spoke Draught beer is being made by Tobbogan brewery and will be launched mid-March.*
- *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:

- Ecommerce:
- \$4,200 in online orders processed
- Square app configuration for remote / in-person Event ticket sales
- Event ticket set up for Habitat for Humanity, Western Accounting, Purple Paint, Spring Reflect and Refocus
- Shopify vs WooCommerce evaluation for The PurpleStore website update

### Web:

- Job postings for Interns, Creative Services, Peer Support
- Updates to Clubs, Board, Council, Early Outreach, UCC, Wave pages
- Continuing discussing with Western Communications re: a USC landing page on their site
- Wave and Spoke launched on Western Mobile App
- Regular updates to Western Events calendar, UCC Visix screens
- Computer Issues:
- Installed software updates at CHRW
- Configured computer for temporary loan to CHRW, due to equipment failure
- Resolved Spoke Western One terminal issues
- Reconfiguration of Finance workstations due to personnel moves
- Disassembled and troubleshot coin -op machines at Creative Services
- Setup a temporary Point of Sale for Purple Store
- Worked with Greyhound to get their ticket printer up and running
- Setup netbooks for Income Tax Clinic and monitored for the week
- Elections:
- Configured and managed FOMSC VP, Representative, and Awards election
- Talked with Western's ITS and Secretariat re: next steps for their elections

### Clubs:

- Continue working with CollegiateLink re: distributed administrative access to club types
- Investigating "Check I'm Here" as potential alternative to CL

### IT Intern:

- Presented draft PurpleStore site, with WooCommerce integration, to PurpleStore Coordinator for approval
- Setup hosting and configuration of new PurpleStore site
- Senior Manager has begun evaluation of candidates for next term's Intern
- Creative Services Evaluation:
- Regular meetings with stakeholders
- Finalized recommendations for proposed configuration of the Department
- Planning communication and implementation phases

### MISC:

- Attended meetings of Western's Working Group on Information Security (WGIS) and Cyber Security committees
- Attended Association of College Unions International (ACUI) conference

## 5. Events and Building Services

### Events

- **Recent Event: Eh440 & Battle of the Bands** Upcoming event:
  - Preliminary round held in Spoke March 14 – 7 bands participated with 10 min or 3 songs max
  - Finals on March 15 in Wave – Top 4 bands – 20 min sets
  - EH440 provided judging and professional advice to participating bands
  - CHRW brought on board as partner – providing judges, promo and studio time as prize
- **Recent Event: Purple Finale**
  - Included Events – Carnival Day in Atrium with popcorn, snokone and cotton candy (all purple) giveaways, facepainting, psychic readings, and other amusements. Also – free movies at Western Film and more popcorn giveaways. Ricks at Spoke trip giveaway promotion included in Purple Finale line-up.
  - **Paint Party - Mustang Lounge April 2**
    - Executed paint party on April 2 working with local company – X-Infused, who provided paint, cleaning logistics and décor.
    - Worked with USC Promotions to create a contest modelled after Bud Light Living promo that included day activities ending in a VIP experience at the Paint Party in a VIP area built by event team along with providing a pair of EverAfter tickets.
    - Contested a set of EverAfter tickets to one attendee
- **Additional Recent Events:**
  - Relay for Life –new layout with track moved into Mustang Lounge. No issues with event.
  - St. Patricks day – booked Irish dancers from local school; performed in Wave, Spoke and Atrium
  -
- Working on Event Proposal planning document for incoming SPO
- Currently putting together talent avail lists for Orientation and first semester

## 6. Building/Reservations

- Continuing to track new rehearsal space bookings for dance clubs, and evaluating new policy with an eye towards improved service to dance clubs.
- Several Events executed daily throughout the UCC – marked rise in last minutes bookings as expected at this time of year. Despite last minute requests, no student events within the UCC were denied service. Also noted increased amount of last minute client cancelled events as client event planners were unprepared to execute.
- High volume vendor / commercial business throughout the year – well ahead of budget in this area.
- Final Imaginus Poster Sale reported low sales – sale occurred Wed-Fri before reading week. Working on confirming dates for 3 sales with Imaginus in next academic year, with a goal of avoiding the 3<sup>rd</sup> sale directly before reading week in hopes of improving sales over last 3 years during this same time period.
- Ongoing process of negotiating summer conferences with UWO Housing and UWO Hospitality services along with Summer Academic Orientation.
- Have begun preparing outline of next year's event calendar in anticipation of incoming executive.

- *Recruitment for Events and Building Crue – part-time staff has begun. Interviews are planned for latter half of April and through May. On-call summer staff has been confirmed.*
- *Events department is currently compiling and scheduling summer projects, which will include a policy and procedure review and overhaul along with a dept. structure review with a goal of improved service for students. Also reviewing processes and working structure with other departments to streamline event planning and execution. Additional planning still in development; no further projects or plans confirmed at this time.*

## **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: November 12<sup>th</sup>, 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>	