



**UNIVERSITY STUDENTS' COUNCIL BOARD OF DIRECTORS**  
**Regular Board Meeting**  
**Meeting Date November 4<sup>th</sup> 2016, 2:00pm**  
**Meeting Location UCC Boardroom**

**AGENDA**

1. Call to Order {1 min}
2. Disclosures of Conflicts of Interest {1 min}
3. Changes to and Adoption of Agenda {2 min}
4. Comments from the Chairperson {2 min}
5. Approval of Minutes – November 2015; January 2016; September 2016 {4 min}
6. Presentation
  - 6.01 Capital Budget Plan {50 min}
7. Reports Requiring Board Action
  - 7.01 Events and Services Capital Plan 2016/17 {25 min}
8. Reports For Information and Discussion
  - 8.01 Report From the President - [Appendix 1](#) (E. Avila) {5 min}
  - 8.02 Report From the COO - oral (K. Burns) {5 min}
  - 8.03 Report From the Secretary-Treasurer - [Appendix 2](#) (I. Jacobi) {5 min}
  - 8.04 Strategic Plan Update - oral {5 min}
  - 8.05 Q1 (see Attached) and Q1 Narrative - [Appendix 3](#) (C. Passi) {5 min}
9. Board Committees
  - 9.01 Nominating Committee {2 min}
  - 9.02 Board Evaluation Committee {2 min}
  - 9.03 Governance Committee – [Appendix 4](#) (C. Maidment) {5 min}
  - 9.04 Finance Committee – [Appendix 5](#) (H. Zafari) {5 min}
10. Inquiries and Other Business {5 min}
11. In-Camera Meeting {30 min}

12. Adjournment of Public Meeting {4:40pm}

### **Appendix 1: President Report**



**Item: Report to Board**  
**Author: Eddy Avila, USC President**  
**Purpose: For Information**  
**November 4th meeting**

#### **Completed:**

##### **Reunion Weekend/Homecoming Weekend:**

- Thank you to those who supported the programming on both weekend - especially Emily
- Successful weekends all around - not perfect, but good result based on circumstances
- Working toward visioning and preparations for next year. We don't know next year's plans yet.

##### **VP Research Hiring Submission**

- Undergraduate research opportunities, increased awareness/support for students
- looking for tri-council funding, increased research-integrated coursework
- Shout-out to Jamie and Jake the researcher

##### **London Community Grants - Reach Program**

- Accepted the grant funding on behalf of the USC. Allie did all the work!

#### **Current**

##### **Federal Advocacy: ADVOCAN**

- 7 confirmed participants, representing around 215 000 students, 30 confirmed meetings
- Increased undergraduate research opportunity and financial aid for Indigenous Students

##### **ILEC Building**

- Initial conversations, emphasis on involvement in the vision process
- I would like to gather some feedback: Think big picture, not into the weeds (slideshow)

##### **Orientation Governance Board**

- Extension of the application til the end of this week
- Orientation Strategic plan will be presented at next week's meeting and revisiting this year's priorities

#### **To-Come**

##### **Advocacy November**

- Local Advocacy Week (Municipal), ADVOCAN (Federal), OUSA Lobby Week
- (Provincial)

##### **Invitation to those considering running in elections**

- Come meet with us if you have any questions about the role and keep an eye out for
- information sessions
- Shout-out to Isaac and Erin the CRO

#### **State of the USC**

- Great opportunity to network and to hear some reflections on the past and vision for the future

## **Appendix 2: Secretary-Treasurer Report**



### **Secretary-Treasurer Report**

#### Completed

- Lots of work with the committees of the Board.
- Final touches on Speaker and Councillor TOR.

#### Current

- Starting to think about budget organization with a focus on increasing transparency and clarity.
- Starting to plan out the path to completing the budget and ensuring the timeline will work.
- Starting to meet with the CRO regarding the upcoming election, undergraduates can begin declaring candidacy on December 5th.

#### To-Come

- Appeals By-Law
- Procedure Policy and Accompanying Procedure
- Risk management policy
- Knowledge management policy

## **Appendix 3: Q1 Report**

### Q1-2016 Narrative

The following document provides information on each line item of the Executive Summary as at August 31, 2015. The goal of the document is to provide the readers more information as to why the numbers look the way they do and how the USC is doing when compared against the budget approved by Council in March 2015. This document and the exec summary are meant to be read together and one document should not be taken as a standalone without the other.

## *Q1-2016 Exec Summary*

1. **Student Fees** – As at August 31, 2016, the USC is approximately \$2.0M ahead of prior year in terms of receipts received from Western. Each year in late July or early

August, the USC receives a payment from Western equivalent to 80% of student fees collected. This number varies from year to year. As at the end of Q1, we have yet to receive the initial payment from the affiliates – we expect to receive that in late October or early November.

2. **Transfers Out** – As at the end of Q1 the USC shows transfers out being \$200K higher than this time last year. This is due to the fact that the health, dental and bus pass amounts are higher than prior year due to higher premiums being transferred out on a monthly basis. Enrollment changes also have a direct impact on the payments due to the various external providers.
3. **Miscellaneous General Revenue** – this category consists of interest revenue earned on funds held other than our investment monies with TD Waterhouse plus CHRW admin fee payable to USC and the admin revenue that is charged to the Gazette each month for services provided. At the end of Q1, the USC has also received a payment from CSHG in the amount of \$21,195. This was a one-time payment that was not received in prior year.

#### 4. Corporate

- a. **General Expenses** – This consists of insurance, audit charges, actuary charges, legal charges, interest charges, mustang express admin, etc. As at the end of August mustang express admin has been about \$5K for the quarter versus only 1.6K last year due to the fact that Mustang Express supplies (stickers for the bus passes) were ordered earlier than previous year. This category of expenses also includes \$7K of computer expenses for new employees (hardware and software as well as licensing fees). No insurance expenses have been booked as at Q1 as the renewal does not occur until December. The organization has incurred approximately \$2.4k in legal fees for Q1 as well. This category is currently ahead of budget expectations but is \$9K higher than prior year due to higher mustang express expenses and higher computer expenses than in previous years.
- b. **Building Expense** – this is occupancy charges and security for the building. During the summer we do not pay for security so there aren't any charges to report in Q1. The full \$108K relates to occupancy paid to Western. This includes all space deemed corporate including offices, ½ mustang lounge space, ½ east lounge space, ½ spoke lounge space and atrium lounge. We have also true costed the PVP occupancy out to the individual portfolios so those figures are no longer in corporate.
- c. **Office Expense** – This category includes corporate travel and corporate conferences and meetings. The month of June saw most of the USC full time staff and some exec at various conferences (COCA, Campus Trust, and CHMA). These figures are tracking in line with prior year and are currently ahead of budget expectations by \$10K. This is due to lower charges in contracted services, meetings and corporate retreats than what was budgeted.

- d. **Salaries and Benefits** – this category is a large number however it incorporates much more than just salary and benefits. It includes expenses for staff appreciation, staff wellness benefit, staff wellness program as well as the costs associated with the intern program and professional development. This category is tracking lower than prior year (\$14K) and lower than budget expectations (\$32K). Salaries themselves are in line with prior year and are currently less than budgeted (\$19K). This category includes salary expenses for Finance, IT, HR, Compliance and the Managing Directors.
  - e. **Capital** – This is the cost incurred and paid for renovations, improvements, general maintenance around the building. It also includes furniture, computer hardware and software as well. It further shows the interest that we pay on the loan outstanding on Mustang Lounge as well as the lease expense for the equipment housed within Creative Services. It shows within these statements as the operating statements are cash based. These expenses are not considered within the operational budget as the USC has a separate budget for Capital that is funded by a specific student fee and is allocated based on a 10 year capital plan. To date the USC has spent \$43K in capital, \$60K in renovations, \$34K in interest on the loan for mustang lounge and \$34K for equipment housed in CS. All things purchased have been done in line with the capital plan.
  - f. **Volunteer Resources** – This area is tracking to budget and is \$13K behind prior year spending at the end of Q1.
  - g. **Government Services** – This area is tracking ahead of prior year (\$11K) in terms of spending but is currently \$10K behind budget expected spending. The salaries for this year reflect a full contingent of employees whereas prior year only reflected a partial staff.
5. **PVP** – All PVP spending to date is tracking in line with set budgets. No areas of concern noted.
6. **Media** – At the end of Q1 the Gazette Ad department is in an expected position. Total sales for the quarter are ahead \$3K from prior year but are \$4K behind budget expectations. The salaries on the production side are in line with both budget and prior year. The big difference in expenses is that the USC admin fee is being charged to this area each month rather than at the end of the year. The editorial side is tracking in line with budget expectations despite being \$20K higher than prior year spending. The higher than normal spending is due to the digital transformation that the Gazette is currently going through.
7. **Rentals** – currently the USC is \$23k ahead of prior year in terms of rental revenue. This is a strong source of revenue for the USC. We have worked to ensure that all available space is currently under contract or soon will be. Rentals are tracking approximately \$6K behind budget due to not having rented out room 80 as of yet. As we are currently in negotiations, we expect that we will start receiving revenue from the only vacant space relatively soon.

8. **Events and Building Services** – This area now consists of the former Reservations and Productions departments and is an extremely busy area. This category is currently tracking \$13K ahead of budget expectations and \$6K ahead of prior year. This area contains space rental revenue, ticket sales, non usc ticket sales as well as tech labour revenue and rental equip revenue.
9. **Western Film** – Western Film is tracking \$3K ahead of budget and \$3,700 ahead of prior year at the end of Q1. Both ticket revenue and confection sale revenues are below budget expectations at this point in time however the room rental revenue has tripled expectations as at this point in time. Expenses are all in line with budget and prior year expectations as well.
10. **Wave** – Total sales for the Wave are tracking ahead of prior year sales (\$50K) but are behind budget expectations (\$13K). Catering sales are significantly higher than both budget and prior year as at Q1. The Wave has had a good start to the year in terms of FOH labour as well as BOH labour. All other expense areas for the Wave are in line with budget and they have a strong COGS at 32% versus the 35% in the budget.
11. **Spoke** – The Spoke is performing ahead of budget expectations - \$13K. Food sales are in line with prior year but are tracking behind budget by \$10K. All other categories of sales are tracking in line with prior year. Labour expenses are in line with expectations as are COGS.
12. **Creative Services** – It is currently tracking \$4K behind of budget expectations and \$23K behind prior year. This is due to the fact that graphics is now housed as part of CS. Graphics sales are \$4K ahead of expectations as at the end of Q1. Black and white sales are strong as well but colour sales are half of what we expected them to be.
13. **Purple Store** – Currently tracking \$2K behind prior year and \$6K ahead of budget expectations as at Q1. Clothing sales are up \$13K over prior year and \$17K ahead of budget. SAO was very successful for the Purple Store. All other expenses for the store were in line with expectations as well. Purple Store is now responsible for selling LTC tickets and the monthly passes. The transition has gone really well so far.
14. **Promos** – This area is tracking in line with budget expectations and is \$23K ahead of prior year. This area also includes promotional materials. The group has reached out to faculties, residences and affiliates and has had great success so far. Kings University College has been the latest to utilize promotions for some of their clothing needs. This area has been hard at work for the summer with the majority of the work not yet billed to customers as the products have not yet been completed. We expect to see sales increase in September.

## Overall

USC is performing approximately \$835K ahead of budget expectations as set and approved by Council in March 2015. The USC is approximately \$2M ahead of prior year as at the end of Q1 based on student fee revenue collection to date. As a result, the USC is in a healthy position as at the end of Q1. This is due in part to savings in

capital spending that has not yet taken place but is also due to the hard work of the managers of our departments.

It is important to note that a “healthy” position does not mean that money grows on trees for the USC but rather that the USC is set up to endure the spending patterns for the school year. Cash flows are monitored extremely closely in an effort to ensure that we preserve cash to get us through the summer months of 2016 when we do not receive payments from Western.

#### **Appendix 4: Governance Committee Report**



### **Board of Directors Committee Report**

**Meeting Date: 2016-10-12 / 2016-10-27**

|                    |                      |
|--------------------|----------------------|
| Item:              | Governance Committee |
| Author:            | Hirad Zafari         |
| Purpose of Report: | Information          |

**Meeting Summary:** The governance committee has had two meetings since its inception. Our goals involve:

- building a policy library that is operational and complies with our strategic vision;
- filling in policy gaps as necessary;
- producing a policy auditing process that vets existing and new policies; and,
- establishing the governance committee as the first body that deals with changes or additions to policies.

Thus far, we have:

- developed a standardized committee report template
- established the information desired from executive and COO reports
- prioritized a list of policies that need to be reviewed
- decided to include public and scrubbed in-camera agendas in the display cabinet outside the 3<sup>rd</sup> floor USC office

Minutes attached:

**Problem Statement:** Currently, many existing policies are missing vital information, including procedures and association of each policy with a member from the senior management team to ensure the policy is effectively followed.

**Action/Recommendation:** Jacobi has been tasked with developing a policy that outlines requirements for each policy. Once this policy is approved by the governance committee, it will be brought to the board for approval and used as a framework for new and existing policies.

***Appendix 5: Finance Committee Report***



**Board of Directors Committee Report**

**Meeting Date: November 4, 2016**

|                    |                          |
|--------------------|--------------------------|
| Item:              | Finance Committee Report |
| Author:            | Chris Maidment           |
| Purpose of Report: | Information              |

**Meeting Summary:**

- Q1 Report
  - Committee reviewed and discussed the Q1 report
  - Carrie Passi answered questions regarding the USC's financial position
  - Motioned for the Board to receive the Q1 report
- Financial Reporting Policy
  - Committee discussed the process for how to evaluate financial reporting at the USC
  - Intention is to standardize procedures for reporting (specifically board reporting)
  - In the next few weeks, the committee will analyze existing reporting to identify potential gaps.
  - External parties will then be consulted for advice
- Capital Expenditure Request Form
  - Management has created a form to standardize capital requests
  - Feedback from staff, the committee and other external organizations was used to develop the form
  - Committee made suggestions for modifying the form.
  - Form conditionally approved for use

**Action/Recommendation:**

- The Finance Committee asks the Board to receive the Q1 Report
- The Finance Committee asks the Board to approve the Capital Expenditure Request Form