Built To Lead

The University Students' Council Long-Term Strategic & Tactical Plan, 2006

With a foreword by President Fab Dolan

Foreword
by Fab Dolan

I'll be honest: when I set out to run for USC President in the Fall of 2005 I had no intention of writing a long-term plan. In fact, I had no idea the USC was in need one. *Approaching the Horizon,* the previous installment of our long-term vision had just been written in 2002 and, as far as I knew, we had not met many of the objectives laid out in that document. In actuality, many of the objectives in that plan had been long forgotten, save one or two major initiatives. What existed was a group of managers that desired a plan, and had been asking several generations of student leaders to spearhead the assignment. It wasn't until my campaign that I became aware of this fact, when one of my opponents had included it as part of his platform.

My campaign team responded by committing to writing a plan as well, thereby turning the project into an eventuality of '06-'07. What neither my opponent nor I knew at the time was that had it not been for extensive preparations and negotiations for a new athletic facility, this plan would likely have been written by the Board of Directors of 2005-2006. Circumstance and nothing more afforded our year a chance to take on such a task.

Built to Lead is the final product of preliminary development by Ryan Gilmour, the former VP-Finance, six months of effort by our Board of Directors, and extensive consultations with as many stakeholders of the USC as we could possibly contact. I thank everyone for their contributions, especially those who came before us; were it not for them, we would not have had this opportunity nor would we be able to take many of the steps prescribed in this plan. I thank the students, who, much to everyone's surprise, were not as apathetic as once thought and were not afraid to give honest, direct opinions.

Unavoidably, I believe the details of this plan will change, and ultimately some will fail. This is not a comment on what I think of our future leaders or a reflection of what I think of the plan. The plan is a good one and if we follow it to the very last detail I have great faith that the organization will achieve its core mission. Nevertheless, the simple act of writing a long-term plan in such an institution is inherently undemocratic, a notion that haunted me throughout much of the writing process. My only answer is that planning is prudent and was something the organization sorely needed.

With this in my mind, our Executive set out to create a long-term vision. Looking back now it is difficult to pinpoint any one particular moment where we decided to make sweeping changes to the organization, but instead I believe we just felt, perhaps naively at first and rightfully so in the end, that it was our role to put everything on the table and redesign the organization from the ground up.

What became frustratingly clear for us at that time was that the USC, for all its successes, was ill-equipped to foster dynamism, innovation, communication, or in short, change. The corporation had been successful by most standards for many years, as a result of steadfast stewardship from the General Manager, but it was designed in such a way that afforded little direct control of vision to the student leaders. To us, it was evident that the corporate culture of Board

isolationism and lack of communication between departments of the organization were necessary mechanisms put in place when the organization was rebounding from difficult financial times and when weak human resource practices had led to the unionization of USC staff. However, what was just as evident was that in this period of financial success and expansion those systems were no longer appropriate in order for the organization to grow, nor did they embody the student values inherent in our student mission.

These conclusions are the natural origins of *Built to Lead*, and comprise the working premise for the document: for this organization to be successful at achieving the student mission, it must be designed to do so. Consequently, the plan is one that spends more time restructuring, redesigning and rebuilding than anything else. Essentially, we are confident that if proper attention is paid to building the individual parts of the organization to meet the mission and vision of the whole, then no attention need be paid to other objectives in the document because ultimately, we know good decisions will still be made.

The University Students' Council is capable of doing many great things. It has resource advantages far and away better than most student unions in the country. Yet, instead of being great, in most cases it settles for being good. As student leaders we need to push the organization to do more for our students, year in and year out. We need not be afraid to act and we need not feel sheepish about owning our corporation. We must not replicate the failures of our past by limiting the abilities of competent managers to run operations, but we must remain uncompromisingly involved with the strategic vision of the corporation. What I know today is that in many ways, the USC falls short of its potential and lags behind smaller institutions at times, largely because it lacks the requisite pressures to innovate, it is hesitant to change, and it lacks a culture of execution.

In solving these problems, it is not enough to depend on great leadership. Greatness must outlast any given leader and must be designed, not hoped for. Throughout our term, and more specifically in this document, the Board of Directors of 2006-2007 has attempted to rebuild and refine the organization to better reflect our changing vision, and constant mission. My hope is that future leaders continue to apply courage in their decision-making and never allow complacency or the status-quo to win the day. The one unmistakable reality of the University Students' Council is that it's good. Now we need to be great.

Sincerely,

Fab Dolan
President 2006-2007
University Students' Council

To enhance the educational experience and quality of life for all undergraduates
at The University of Western Ontario

Executive Summary

Built to Lead intends to redesign the University Students' Council so that it functions in a way that is conducive to ideal decision making – in essence, making the commitments of this plan natural consequences of the way the organization functions. Looking back on previous long-term plans, the current executive recognizes that most of our core goals and philosophical underpinnings have not changed; the USC still needs to expand its operations to better serve its students; it still needs to increase advocacy efforts such as helping with academic appeals; it still needs to reach out to its students with some sort of clear communications strategy; and finally, it is still overly dependent on student fees to fund its operations. The USC has the capabilities and resources to resolve these concerns, but because the organization is not correctly designed to meet those goals it is our approach to implementation of our strategies that must evolve.

This redesign starts by restructuring the corporate USC. For years, the corporate USC has operated largely out of the hands of students, with inadequate information making it back to the Board of Directors and very little involvement from students in managerial decisions. The problem is simple: the Board of Directors alone holds the responsibility for setting the vision and strategy for the organization, but is left out of crucial processes that represent that strategy on an operational level. *Built to Lead* recognizes this and places the President and VP-Finance at the heart of very real operational and strategic decisions, such as capital expenditures and hiring. In addition, the USC is also void of a collaborative culture geared towards executing decisions with honesty and scrutiny. *Built to Lead* envisions a senior management team representative of all corporate divisions, as opposed to a lone General Manager, that can adequately provide all points of view to the student Executive and Board.

On the governance side of the USC, there appears other structural inadequacies. The Vice-President Education fails at proper internal advocacy and so is provided with a Policy Analyst; Council is poorly informed and ill-equipped to be a resource to the Board so training methods and materials will be developed to assist them; and finally, the appropriation of responsibilities at the Executive level does not always reflect the core missions of those portfolios and so a redistribution has been planned.

Finally, there exists a basic flaw at the USC that threatens the credibility of any long-term plan – namely, no long-term planning review processes are in place to ensure implementation. Without these, a plan is just wasted paper and so *Built to Lead* has created a yearly process as well as holding specific people accountable to specific goals so as to give performance incentives to achieving goals of the plan that will ensure our goals are met.

In this latest version of the USC's long-term plan, the organization has been reinvented and while it is up to future generations of student leaders to fulfill specific commitments, they shall be equipped to do so with an organization that is *Built to Lead*.

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1   How *Built to Lead* works

In the consultation and editing phases of *Built to Lead*, the authors of this document spent considerable attention to ensuring the necessity of every page, sentence, and word included in the following pages. Inherent in this process was the realization of the need to add a page describing the intended functions of each part of *Built to Lead*. This page is the result.

The Preambles
Each section of this document begins with a preamble. These preambles are intended to be read as the opinions of the authors, not as indisputable fact. The preambles were written in the hopes of providing readers with adequate insight into the thought processes of the Councillors, Managers, Executive and authors who contributed to this document's content.

Early in their research, the authors of *Built to Lead* found difficulty in trying to understand the thinking of past Boards, Executives and Councils on many decisions that have significantly shaped the USC. In writing preambles for each section, the primary goal was to alleviate some of these difficulties for future USC members who wish to fully understand this document.

The Commitments: Strategies vs. Tactics
Throughout *Built to Lead*, the commitments have been divided into two categories: strategic commitments and tactical commitments. Strategic commitments are those which fall into the category of broad-scope philosophies, while tactical commitments are specific goals, all of which fall in line with the broader strategies laid forth in each section.

Strategic commitments should govern decision-making in the future, while the tactical commitments provide a means to achieving the ideals laid forth in the document. Previous versions of the USC long-term plan included almost exclusively strategy and very little in the way of tactics. *Built to Lead* places emphasis on both.

Schedule for Review
Every commitment outlined in this document has been assigned a date for review. Dates for review can be found in the 'Schedule for Review', as well as following each individual commitment. If a commitment is to be reviewed in 2008, for example, it is the responsibility of the Board of 2008 to ensure steps are being taken to complete the commitment. If the commitment is not close to completion or is deemed as unnecessary, an explanation should be made.

In order to ensure accountability, each commitment has been associated with at least one executive member, as well as one full-time USC staff member. Each position described has been given a list of commitments pertaining to that portfolio or job. The people holding affected positions need to be accountable to commitments within this document. As such, progress towards commitments has been added as an important component of employee reviews moving forward.

2 History of the USC

As with the documentation of any history, the historian's point of view has played a role on this interpretation. In this instance, the history of the USC has been researched with the long-term planning process very much in mind. As such, the importance of various events has been judged by the way in which the history of those events pertains to the long-term plan, resulting in the obvious omission of several triumphs and failures. This was done in the spirit of clarity, not to downplay the importance of any past Presidents, Executives, or Councils.

For the USC, especially in regard to long-term planning, the most pivotal years were 1965, 1991, 1997, and 2002. Consequently, in gaining an understanding of the history of the USC, those pivotal years and the periods which they spawned require a closer look.

1965
One word: incorporation. Before 1965 the USC was somewhat undefined, undocumented, and, therefore, unable to truly grow. Incorporation was the first step towards the USC we know today; Presidential Reports became the norm, thus a history, as well as one form of institutional memory, was born.

In 1964, the executive included the President and a Vice-President. Members of Council oversaw many programs and initiatives which were expanded upon and reviewed on a yearly basis. The USC had a purpose, but lacked clout as an institution. The solution was incorporation.

Mostly, it seems, incorporation took place in order to allow the USC to gain a stronger negotiating position with university administrators who, until this time, had largely seemed to disregard USC opinion on several matters. Incorporation changed this, and gave the USC far greater responsibility, structure, and power.

Incorporation provided the USC with the necessary foundation to plan for the future and to subsequently grow into an organization capable of advocacy on many student issues while providing students with basic services. For the next 26 years, this growth is evident, but took place without adequate direction. But 1991 would help solve this fundamental flaw.

1991
By 1991, the USC had grown by leaps and bounds. The Board of Directors was larger than it is in now. The scope of governance and student involvement was at an all-time high. Financially and structurally, however, the USC was unstable.

Recognizing this lack of direction, an outside consultant was hired to assess the situation. This was unequivocally the most important initiative carried out by the USC since incorporation. Organizationally, the consultants found many flaws within the USC and made several recommendations, perhaps the most important of which was the hiring of a full-time General Manager.

While the idea of employing a General Manager had been bandied about in the past, the implementation of this position provided the USC with several benefits. Operations Managers were given a clear reporting structure, a new accounting system was put in place, and personnel relations were enhanced. Most importantly, though, the General Manager provided the Board of Directors and the USC in general with an institutional memory that had not existed previously.

1997/2002

The years 1997 and 2002 were both highlighted by long-term plans. While these plans were not as extensive as this document, both were important steps to structural and financial growth.

By 1997, the USC had achieved a more workable structure. The Corporation, however, still lacked financial stability. While this aspect of the USC was showing improvement, it was clear that a commitment to conserving funds and stabilizing operations was necessary whenever possible.

"It is time for the USC to drop a fuel-injected, twin-overhead, cam-turbo-charged, V12, gonzo, horsepower engine into the back of that slow, immutable USC ship and really see it roar."

An anonymous Presidential candidate
February 1991

These conservative accounting practices were outlined in part in the 1997 Long-Term Plan, and this way of life for the USC continued after 2002. Because of the commitment to saving money, the USC has become much more fiscally sound over the past decade. We are at a point where many of our operations generate profits on an annual basis. This financial security has allowed for the basis of many of the recommendations found in this plan, and can be attributed to past visioning and the hard work and commitment of past General Managers and those who worked under them.

2006

The present: As outlined in this document, 2006 marks the beginning of a new era for the USC. A lot has changed since 1965. Surprisingly, a lot remains the same. Today's USC is faced with many struggles outlined to some degree in reports dating back to incorporation. Today, however, we are in a better position to handle these struggles. Today, we find ourselves in a position to take calculated risks. Today, we find ourselves in a position to lead.

3   The Mission and Vision

Mission Statement
Vision Statement
Enduring Principles
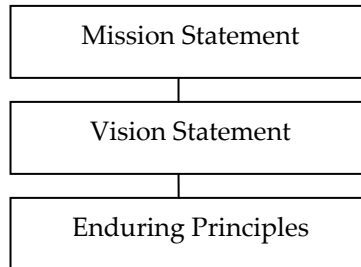
For years, the University Students' Council has operated with the same goal: ***to enhance the educational experience and quality of life for all undergraduates at The University of Western Ontario***. This phrase, found in all official documents and on the walls of the operations we own, does not exist because of the USC, but rather the USC exists because of it. Too often the mission is forgotten in favour of what seems like a good decision at the time. Too often the mission is forgotten for a decision that's not good at all.

The Vision

The USC already stands alone with the largest revenues and corporate assets of any student union in the country, yet we are outmaneuvered in many key areas by smaller associations that lack our resources. Those unions have learned to squeeze more out of less and have made their priorities different due to scarce resources. In many ways, it is okay that the USC has fallen behind, even understandable. We've never had scarce resources, so we've never had to prioritize or specialize. What we lack though is the requisite pressure to innovate and make ourselves more efficient – we must operate as if we were smaller. Only then, will we reach our mission and our vision:

> **"Never again will I be able to work for an organization whose sole purpose, and sole vision, is as altruistic as the University Students' Council."**
>
> Mike Lawless
> President
> 2001-2002

In the future, the University Students' Council envisions itself as the most powerful and most effective student organization in Canada. It will grow its corporate assets and revenues in order to have the lowest student fee- to-revenues ratio in the country; it will make student advocacy an equal priority to student service and, through increased efforts, it will involve its students in all strategic decision-making. The USC will be dynamic by giving each generation of student leaders the resources to carry out their platform initiatives in a timely fashion and will be relevant to all students at The University of Western Ontario by committing more resources to its communications department. It will showcase best practices in all areas of student government, and will not tolerate stagnation, apathy or the status-quo.

4   Enduring Principles

Innovation		The University Students' Council		Student-Owned & Student-Run
Openness & Inclusiveness				Risk Management
Accountability & Democracy				Flexibility
				Involvement
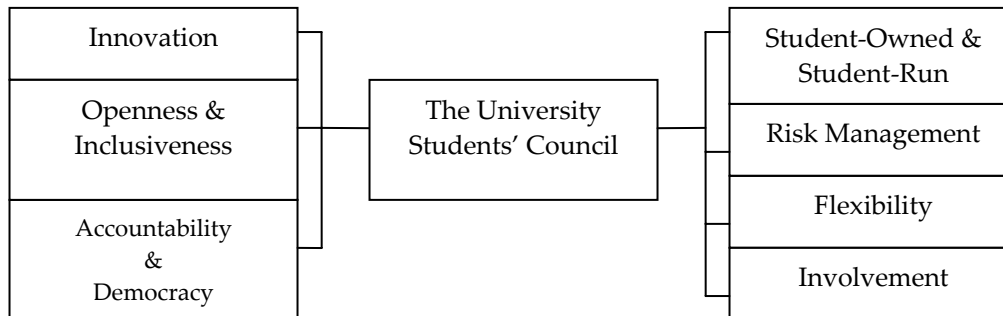
In addition to the mission and vision statements of the University Students' Council, there are several enduring principles that must be prevalent in all decision making. If a decision cannot be supported by at least one enduring principle, it should not be made.

The enduring principles of the University Students' Council are as follows:

1. Accountability and Democracy – The USC and its representatives shall act in an accountable and democratic manner and be accessible to all of its students.

2. Innovation – The USC recognizes innovation as an important principle and shall remain innovative through constant evaluation of its practices and the courage to implement new ideas even though some might fail. The USC shall also encourage new approaches to all programs by encouraging its Coordinators and Commissioners to plan events in conjunction with other volunteers both internal and external to their portfolio.

3. Openness and Inclusiveness – The USC shall be an equal opportunity employer and shall continue to support a portfolio of programs that target and engage all students at UWO with a particular focus on keeping its programs affordable to all who would like to attend. As well, the USC shall strive to ensure that all of its programs are accessible.

4. Student-Owed and Student-Run – The USC shall strive to include students at all levels of the organization and favour student leadership over financial gains in carrying out the business of the corporation while at the same time growing the corporation to reduce its dependency on student fees.

5. Flexibility – The USC recognizes the rights of every generation of students and shall take future students into consideration in its decision making so as to not limit the experience of future students of UWO.

6. Involvement – One of the primary goals of this organization must be to provide involvement opportunities to as many students as possible. Consequently, the USC shall provide ample opportunity for student employment wherever possible through various operations, programs, events and services. Furthermore, the USC shall find a place for all willing and able students to get involved in the Western community.

5 Themes

The USC has long since rid itself of debt and its corporate successes now afford it a chance to be great. With large efforts, careful planning and courage, the USC could stand without question as the most successful student union in the country. With these opportunities before us, several themes are woven into this plan, and shall stand as the underpinnings of our successes.

Balancing Service and Advocacy

The USC began as an association designed to advocate and serve its students. It seems, though, perhaps through nothing more than accident of history, that the USC has lost touch with the former of its two primary goals. Advocacy, unlike service, is much more difficult to define and successes cannot usually be measured by dollar signs. In this plan, the USC makes a sincere effort to give back to its students and provide more than just services and operations.

"A thousand different experts are probably willing to tell anyone who will listen what the key to success is ... From my perspective, [and] what I suspect most of us know intuitively to be, the 'key to success' [is] courage."

Dave Braun
President
2000-2001

Diversification of Assets and Non-Traditional Operations

There are several natural threats that continue to plague the USC. In *Approaching the Horizon*, the last long-term plan, it was no secret that the USC's lack of control of the University Community Centre and its dependency on student fees jeopardized the USC's potential for success. Since then, little progress has been made and *Built to Lead* is an honest attempt to rectify this situation. The ventures are inherently more risky than the status quo, but the payoffs for students are many. If the University Students' Council fails in its attempt to diversify this time around, even with such financial resources on its side, it seems that the organization will forever be plagued by these threats.

Tactics, Not Just Strategy

Finally, there is the trouble of implementation. Many long-term plans fail because the strategic thinking is done at too high a level, leaving the successors of the plan without clear objectives and initiatives to follow. Such was the case in *Approaching the Horizon* and, consequently, many of the tenets of that document are still left unfulfilled. *Built to Lead* is both a strategic plan and a tactical plan. The strategy provides guidance for the types of initiatives we should undertake, while the tactics provide tangible solutions accompanying that strategy. In addition, this instalment of the long-term plan clearly identifies a yearly planning cycle for review and constant updating of the plan. In order for it to succeed, each generation must build upon, and take ownership of, this document.

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6   Key Success Factors

Simply put, *Built to Lead* is just a document. In it are many commitments, recommendations, and ideas. It is a comprehensive document, but, ultimately, it is just a document. In order for the commitments, recommendations and ideas to take life and become successes, the University Students' Council must pay close consideration to several factors.

Human Resources

Ultimately, it will be the staff and Managers of the University Students' Council who carry out the tactical ambitions of this plan. Great care and consideration has been given to consult all employees throughout the writing process of *Built to Lead*. Future Boards must give due consideration to the effects their policies have on the staff of the USC and effectively use those persons to benefit students. The mission will always be to benefit students, but the Board must not forget the process by which it achieves that mission.

Organizational Design

For many years, the USC has grown with little student consideration of happenings in all departments. The Board has increased in numbers at times and decreased at others. It, unlike many other areas of the organization, has been a dynamic body, flexible to the needs of the time. It seems, though, that student leaders have been less confident in redesigning the organization as a whole to match the needs of their generation. *Built to Lead* recognizes not only the Board's right to build an organization capable of serving its students, but also its responsibility to do so. The organizational re-design described in this plan matches the strategic aims, so it must be carried out. In the future, should the plans change, the organization must change, as well.

> **"Good financial results do not happen by accident. They are the result of good management and this is where 'corporatism' works for students' interests. Professionalism and experience have made it possible for the USC to offer more services than any other Council for a lower fee."**
>
> Alfred Apps
> President
> 1980

Continuous Review and Evaluation – The Living Document

Lastly, *Built to Lead* must be constantly evaluated and updated. In it, a process exists by which each generation of leaders can enhance the plans, clarify tactics and identify deficiencies. The plan must become a living document or it will cease to be a useful guide for the University Students' Council.

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7 Consolidated Organizational Chart

Council

Board of Directors

President

- **Governance**
  - **University Affairs**
    - Commissioners
  - **Campus Issues**
    - Commissioners
  - **Student Events**
    - Commissioners
- **Finance**
  - **VP-Finance**
    - Commissioners
    - Controller
- **Communications**
  - **Communications Officer**
    - Commissioners
- **Commissioners**
- **General Counsel**
- **Operations**
  - **General Manager**
    - Food & Beverage
    - Media
    - Human Resources
    - Retail
    - Services
    - IT
  - **Operations**
    - Staff

8 Governance

Council

Board of Directors

President

In October 2006, ten Presidents and their General Managers met for a summit in St. Catharines, Ontario. The meeting, co-organized by the University Students' Council, was intended to foster a sharing of ideas and best practices in many different areas of student union operations. At the conference, it was clear that the USC is one of the most unique associations in the country.

What was even clearer was the USC's relative position compared to those of its peer associations. It seems, by no apparent reason that the USC operates under the most centralized form of student government among its peer group. The USC, led by the direction of its eight-member Board of Directors and its Council of representatives affords most of its power to its elected Executive. The President is the heart of the student mission, elected by students and tasked with managing the Vice-Presidents and Officers. She is also the only real connection to the corporate USC with, on occasion, the exception of the VP-Finance. The Vice-Presidents are elected by Council and are typically regarded as experts in their respective portfolios. VPs manage a system of Commissioners and student volunteers, and sit on the Board of Directors with two hired officers. The Board, led by the President, is given the most control over daily and strategic operations of the University Students' Council.

The result is a system in which the members of the Board of Directors are often the only students fully aware of the issues and are most familiar with the corporation. On the surface, this might seem like a tendency to operate autocratically, contrary to the democratic ideals that created the USC. However, the USC manages to merge democracy and efficiency in the most unique of ways. Over the years, the USC has been successful largely because of this control given to the Board of Directors. It, along with the General Manager, has taken a haphazard organization and made it financially stable and extremely successful in providing services. Other schools have not been so successful and have spread decision-making ability across so many student representatives that their organizations are unable respond quickly and effectively to basic issues. In order to remain an organization that reaches out to many students, the USC has developed the most comprehensive commissioner system and one of the largest Councils in the country. The result is an organization that has streamlined decision making, but still involves many students at all levels of the USC.

Built to Lead attempts to build on these successes by further refining the governance side of the USC. The composition of Council is unaffected, but the way in which Council functions is improved to ensure that Council is more than a body that meets to debate irrelevant issues on a bi-weekly basis. Things like training are always going to be of concern, and so is the effectiveness of the committee system. What is most important, though, is that the USC's macro-level

"Being a leader in student government can be quite a juggling act. Issues are thrust at you from all directions, forcing you to deal with a broad spectrum of situations. Developing the skill and ability that you need to deal with these situations is imperative, and will be a key factor in your success."

Dave Tompkins
President
1996-1997

organizational structure remains intact. Being such a large organization, the USC already endangers itself by maintaining so many committees, caucuses, and representatives. The result cannot be a large bureaucracy. The result must be the greatest opportunity for involvement, while remaining cognizant of the importance of efficiency. The USC is close to operating this way, and should not take a step backwards.

Strategic Commitments:

1. **Director Responsibility Training**
   Review: 2007-2008
   The USC recognizes that the yearly turnover process of its Executive presents a challenge for corporate governance.

   The USC recognizes that corporate governance and the roles, responsibilities and relationships of the working Board of Directors/Executive can be difficult to fully understand.

   Consequently, the USC shall act with best efforts to train its Executive members about their roles and responsibilities as members of the Board of Directors through use of the General Counsel's expertise during the transition period as well as throughout the year as needed.

2. **Constituent Autonomy**
   Review: 2008-2009
   The USC recognizes the varying student experiences in each of its constituent faculties and colleges, and shall work to develop programs and initiatives to foster each community through best efforts, while developing unique initiatives where appropriate.

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3. **Awareness Programming**
   Review: 2008-2009
   The USC shall promote culture and diversity through awareness programming and by encouraging diversity in its Clubs System.

4. **First-Year Involvement**
   Review: 2008-2009
   The USC recognizes the importance of involving first-year students in order to promote future student leadership.

   Consequently, the incoming Board of Directors shall, in April, review all non-voting positions to determine if any can remain vacant for the following September. They shall not open certain positions if those positions do not require work during the summer.

5. **Representative Model**
   Review: 2010-2011
   The USC shall preserve the integrity of Council by maintaining the basic model for representation: faculty constituencies, residence constituencies, and affiliated college constituencies.

6. **Residence Councillors**
   Review: 2010-2011
   The USC recognizes that there has been much debate over the existence of Residence Councillors on Council.

   The USC further recognizes that, in that debate, there is a conflict between the fairness of representation (ie. double representation) and the practical need to involve first-year students and engage Residence Councils.

   The USC further recognizes that the last two reports on the composition of Council have attempted to rectify the situation, but have not changed the terms of the Residence Councillor position.

   Consequently, the USC shall, in the spirit of involvement, one of its enduring principles, maintain the position of Residence Councillor until the end of this long-term plan.

7. **Gender Issues Awareness**
   Deadline: 2010-2011
   The USC recognizes the expertise of its volunteers currently in the Women's Issues Network.

   The USC further recognizes that gender equity issues affect all people and the USC should be promoting awareness and advocating more on these issues.

   Consequently, the USC shall work to see gender equity programming enhanced and

include both male and female volunteers and subject matter as much as possible.

Tactical Commitments:

8. **Coordinator Compensation**
   Deadline: 2006-2007
   The USC shall develop a Compensation Rubrics to determine the monetary rewards associated with any commissionership or coordinator position of the USC.

9. **Transition**
   Deadline: 2006-2007
   The USC shall adopt a formalized transition schedule for its Executive, a schedule that shall be further developed on an ongoing basis by the USC President.

10. **Professional Transition**
    Deadline: 2006-2007
    The USC recognizes that past executives have been overly dependent on management to act as mentors in the early stages of their jobs.

    The USC further recognizes the level to which Managers are involved in training the Executive promotes this dependency.

    Consequently, the USC shall, whenever possible, involve outside trainers, professors, and past Board members, to teach portions of transition to the incoming executive.

11. **Residence Council Caucus**
    Deadline: 2006-2007
    The USC recognizes that first-year students are already represented at the caucus level by the First Year Student Caucus.

    The USC recognizes that Residence students are already represented at the USC by Residence Councillors and by Residence Presidents to Housing administrators.

    Consequently, the USC shall discontinue the Residence Council Caucus.

12. **Director Final Reports**
    Deadline: 2006-2007
    The USC shall implement a policy that all Director and Officer final reports must be completed by the final day of employment.

13. **Operating Manuals**
    Deadline: 2006-2007
    Operational manuals shall be written to assist each member of Council and the Executive in performing their duties. These documents shall be updated each year by the outgoing Executives prior to transition and act as supplementary documents to final reports.

14. **The Presidential Liaison Commissioner**
    Deadline: 2006-2007
    The USC shall merge the various caucus commissioners within the President's portfolio and create a single Presidential Liaison Commissioner.

15. **Concurrent Elections**
    Deadline: 2007-2008
    The current system of staggered timing for changes in constituency representation on Council adversely affects the orientation and performance of new Council members and the effectiveness of Council as a whole. The USC commits that each Constituency work towards altering its election dates to allow new representatives to take their positions on Council at the same time.

16. **Training**
    Deadline: 2007-2008
    Council shall adopt a formalized orientation and training program for the members of the Students' Council.

17. **Executive Project Plans**
    Deadline: 2007-2008
    The USC recognizes the need for accountability of its Executive members, especially when considering the President's and Vice-Presidents' platform initiatives.

    Consequently, at the Summer Council Meeting of the USC, the President shall submit to Council an Executive member project plan consisting of all projects/issues, their respective objectives, which staff members are assisting the projects, and projected timelines.

    Furthermore, the USC President shall post on Councillor's Corner on the USC website, agendas for any Executive Retreats where the Executive is traveling.

18. **Commissioner Final Reports**
    Deadline: 2007-2008
    The USC shall implement a new system for final reporting that will include written reports, exit interviews and presentations to Council as relevant to the position.

    Furthermore, such a system shall include modest honoraria to encourage the submission of final reports for Coordinators of the USC.

19. **Voter Turnout**
    Deadline: 2007-2008
    The USC shall strive to increase the legitimacy of the organization by developing methods to encourage higher voter turnout and increasing the promotional budget of the External Promotions Commissioner.

Furthermore, the USC sets a target of 12,000 voters in 2007-2008.

20. **Committees of Council**
    Deadline: 2007-2008
    The USC recognizes the value Council Committees can have in streamlining the work of Council and making Council a more active body.

    The USC further recognizes that Councillors are full-time students and attendance requirements, while part of their role, are sometimes difficult to maintain.

    Consequently, the USC shall enhance and enforce an attendance policy for each of its Committees of Council.

    Furthermore, no USC motion of Council shall be posted for a regular meeting of Council without first being evaluated by the appropriate Committee of Council, which will then present its findings when the motion is put to Council. This does not include new business motions.

21. **Invitees to Executive Retreats**
    Deadline: 2007-2008
    The USC recognizes the need for its Executive to be cognizant of the effects new tactics will have on operations and governance.

    Consequently, one Executive retreat will be attended in part by representatives from management, staff, and Council much like the retreats of the UWO Board of Governors.

    Furthermore, the USC Executive shall organize one retreat per year for management and the Executive.

22. **Election Reform**
    Deadline: 2007-2008
    The USC recognizes fair, efficient and democratic elections as integral to the core mission.

    Consequently, the USC shall develop formal guidelines and web resources for its elections that allow elections to be less confusing for candidates, promote increased voter turnout, are strict on candidate spending.

9   Restructuring the Board and the Executive

In many ways, the composition of the Board of Directors is a generation ahead in terms of change, when compared to the Corporation. Largely, this is a result of student leaders being more comfortable making changes to their own positions, as well as the ascent of the General Manager. In an effort to construct a corporation that is designed for one vision, *Built to Lead* proposes changes to both its corporate and governance wings; this proposal was originally sparked by Fab Dolan's *The Gray Zone*.

Vice-President Finance

The Vice-President Finance position, as it currently operates, is both very new and a product of what can only be described as random evolution. In its earliest stages, the position became the second permanent fixture to the USC Executive once the duties of the President had expanded beyond one person's capabilities. In the pre-1991 era, this Vice-President truly acted like the Chief Financial Officer and administrator of the corporation, overseeing the USC's finances. In 1991, the position saw many of its duties transferred to the recently created position of General Manager. For many years, the position became increasingly less busy with the operations of the corporation, to the point that when the former VP-Student Affairs position needed to drop the Clubs System from its portfolio due to an expanding Orientation Program, the VP-Finance was chosen to take on the responsibilities. This move was not, in any way, strategic or forward thinking. The result was, and still is, a portfolio divided against itself that is incapable of fulfilling its two roles simultaneously. On a yearly basis, half of the portfolio suffers depending on whether its current holder has a Clubs or Finance background. With *Built to Lead*, the USC is taking on its most ambitious long-term plan to date and, as such, it requires a VP-Finance who can once again be focused on the finances, operations and long-term strategy of the USC. Consequently, it is inappropriate to bog down this VP with administration of the Clubs System, as well as it is unfair to the clubs themselves. Quite simply, the VP-Finance should be working with the General Manager to ensure that all operations are coordinating efforts and working towards their goals in the long-term plan. The change is, in fact, not a new concept, but a move towards the original mandates of the VP-Finance position – a mandate that has become increasingly necessary.

> **"I am firmly of the belief that it is a most dangerous policy in the first place and an almost impossible one to administer in the second, for students' Councils to attempt to limit themselves to matters which are deemed to be student affairs."**
>
> P.E. Larson
> President
> 1968

The Legal Affairs Officer

The Legal Affairs Officer is a different case altogether. Over the years, the LAO grew from modest beginnings as a commissioner of the USC, fulfilling, to a lesser degree, many of the functions it does today. Primarily, the position works with USC By-Laws and provides the Board

with procedural and legal opinions on decisions it must make. These functions have become quite important to the USC, so much so that the organization has acquired the services of a full-time legal counsel. The position of General Counsel, which began as a pilot project, has expanded and taken on a large role within the organization. In fact, the services of General Counsel have been so utilized that the Legal Affairs Officer is no longer adequate in terms of providing legal opinion, simply because the position, by nature, is held by law students, not lawyers. The need demands that the General Counsel take on the LAO's role on the Board of Directors, rendering the LAO position redundant.

Students-At-Large
As late as the 1980s, the University Students' Council had students-at-large sitting on the Board of Directors with voting seats. At some point, though, these positions were removed in favour of the modern composition. What is clear from observing other student governments is that some sort of at-large membership on the Board of Directors could serve the corporation. Of course, there are concerns about training and the experience of any at-large members. Remember that a key strength of the USC is the ability of the Board to react quickly and make many key decisions as a working Board of Directors. Also, there is concern that students-at-large sitting on the Board would misinterpret their roles as that of a 'watchdog' or student representative on the Board when, in fact, they would be acting as Directors of the corporation and making decisions based on the best decisions for the USC in that respect, not to represent students or keep an eye on the Executive.

All this said, the USC should be striving to balance measures of accountability and those of efficiency and should be seriously considering whether the move to a more distinct Executive and Board is the right move for the organization.

Strategic Commitments:

23. **The VP-Finance**
    Deadline: 2006-2007
    The USC shall remove administration of the Clubs System from the Finance portfolio.

    Furthermore, the USC shall administer the Clubs System through use of the Student Services Managers, InfoSource, and the VP Student Events.

    Furthermore, the VP-Finance shall return to its original purpose of providing financial reporting, oversight, and management of the long-term plan.

    Furthermore, the USC shall change commissioner positions to reflect the change.

    Please refer to Appendix I, Executive Statements of Purpose, Appendix II, Executive Responsibilities

24. **Financial and Corporate Training**
    Deadline: 2006-2007
    The USC recognizes that the new focus of the VP-Finance position and, to a lesser extent,

the new focus of the President position demand a higher level of proficiency in finance and accounting.

Consequently, the USC shall develop standard finance and accounting tests for the VP-Finance position. All candidates shall be required to take the test and their scores shall become public.

Furthermore, the USC shall invest in further business training for the President and VP-Finance, including but not limited to requiring the VP-Finance to take a summer accounting course as an extended transition process. This training shall be intended to develop the particular skill set of the elected VP and shall not become a standard program for basic development.

25. **The Legal Affairs Officer**
    Deadline: 2006-2007
    The USC shall terminate the position of the Legal Affairs Officer.

    Furthermore, the USC shall give election responsibilities to the Communications Officer and all other responsibilities of the LAO to the General Counsel.

    Furthermore, the USC shall change commissioner positions to reflect the change.

    Furthermore, the USC, recognizing the importance of volunteer opportunities to its students will create a Legal Affairs Commissioner that will assist the General Counsel of the USC and report to the President.

    Please refer to Appendix I, Executive Statements of Purpose, Appendix II, Executive Responsibilities

26. **Student-At-Large Directors**
    Deadline: 2006-2007
    The USC shall study the proposal of creating student-at-large positions on the Board of Directors.

    Please refer to Appendix I, Executive Statements of Purpose

27. **The Clubs System**
    Deadline: 2006-2007
    The USC shall formalize processes for governing and administering the Clubs System. The program shall fall primarily under the Student Services Manager job description with basic administration performed by InfoSource. Event management shall be performed by the Student Life Productions Manager (see 'Operations'). Finally, the Clubs System shall, at the Executive level, fall under the purview of the VP Student Events.

28. **Special Events Coordinator**
    Deadline: 2006-2007

The USC shall create a new position called the Special Events Coordinator, falling under the Student Events portfolio, which shall be responsible for Homecoming and Charity Ball.

Furthermore, the Special Events Coordinator shall Chair the Special Events Committee that will coordinate all aspects of the Homecoming and Charity Ball portfolios.

29. **Charity and Foodbank Coordinator**
Deadline: 2006-2007
The USC shall create a new position called the Charity and Foodbank Coordinator, falling under the Student Events portfolio, which shall be responsible for the former Charity and Foodbank portfolios..

30. **Theatre Western Coordinator**
Deadline: 2006-2007
The USC shall terminate the position of Theatre Western Commissioner and create the position of Theatre Western Coordinator under the portfolio of Student Events.

31. **Leadership Development Commissioner**
Deadline: 2006-2007
The USC shall terminate the position of Awards Commissioner and create the position of Leadership Development Commissioner under the portfolio of Student Events.

The Commissioner shall be responsible for the roles of the former Awards Commissioner and for working with the Centre for New Students to provide leadership development opportunities to Western students.

The Commissioner shall be further responsible for providing benefits to all volunteers involved in all levels of the USC.

32. **Orientation**
Deadline: 2006-2007
The USC Orientation Coordinator shall have direct oversight of all Orientation Commissioners in the Student Events portfolio.

Furthermore, the VP-Student Events' role in Orientation shall be significantly less than years past where the VP Student Events played a day-to-day execution role. This shall not be the case in the future.

33. **Healthy Lifestyles Commissioner**
Deadline: 2006-2007
The USC shall terminate the position of Sports Commissioner and transfer its responsibilities to the Healthy Lifestyles Commissioner under the portfolio of Campus Issues.

34. **Accessibility, Equity & The VP-University Affairs**
    Deadline: 2006-2007
    The USC recognizes that accessibility and equity are issues that not only require programming and awareness, but also advocacy at University governing bodies.

    Consequently, the First Nations, Students with Disabilities, and International Students shall be transferred to the Education portfolio.

    Furthermore, the USC shall rename the VP Education portfolio to be called the Vice-President University Affairs to reflect its broader internal advocacy responsibilities.

35. **Living Campus Work-Study Student**
    Deadline: 2006-2007
    The USC shall create a work-study position for a student to oversee the Living Campus Program. This position shall be supervised by the Student Life Productions Manager.

10 Advocacy

For almost a decade, the Education Portfolio has supported the University Students' Council's external lobby organizations, the Ontario Undergraduate Student Alliance (OUSA) and the Canadian Alliance of Student Associations (CASA), with dedication and enthusiasm.

In order to maintain this level of commitment to these organizations, which few people within the USC understand, the Vice-President Education is forced to focus a great deal of energy and time to these external bodies. OUSA and CASA both have staffs to offer support through weekly news updates, regular press releases and cookie cutter campaigns. However, without a USC resource to act as a support, the VP-Education often feels isolated and applies even further focus to the external organizations, which seem to understand issues better than those on her own campus.

The role of the Education Portfolio, then, from an internal perspective, has consistently, year after year, been one of maintaining the status quo and attempting to play catch-up. A consequence of this unintentional neglect is that the USC is far behind counterparts in areas of internal advocacy. From defending students' rights on academic matters to developing a coordinated approach with the undergraduate Senators and Governors, the USC does not currently employ the adequate infrastructure to be effective and advocate strongly.

Our student voice within the University is muddled at best, silent at worst, and carried out on a regular basis only by the President without proper supports in place to fully inform decision-making and advocacy. In addition, the USC has allowed the development of a serious gap in the area of academic advocacy. While other student unions have entire teams of student volunteers and staff devoted to advocating on behalf of students on academic and discipline issues, The University of Western Ontario has no such support for students to access. The Ombudsperson, while useful in acting impartially and ensuring that the processes used are within the requirements for fairness and natural justice, is not required to provide a service from an entirely pro-student perspective.

In the Terms of Reference for the Vice-President Education, there are repeated references to the VP's role in advocating for students on issues related to student financial aid at the institutional level. With the exception of a few meetings with administration from the financial aid department at the University, these obligations have been all but ignored by most Vice-Presidents.

In addition to the clear gaps in student advocacy, the Education Portfolio does not have a presence on campus or even a strong presence within the USC. The perceived external nature of the portfolio lends itself to criticisms about the VP never being available and on campus, but in actuality, the lack of programming and events from the Education Portfolio are the principle factors contributing to its lack of presence. In addition, the USC does not currently have the resources to engage in meaningful campus campaigns to promote various post-secondary education issues or prepare programs to inform students about provincial and federal elections.

Strategic Commitments:

36. **Board of Governors**
Review: Yearly
The USC shall include in its yearly plans, tactics for lobbying members of the Board of Governors of The University of Western Ontario.

37. **Education Programming & Events**
Review: 2007-2008
The Provincial and Federal Affairs Commissioners with the Campus Campaigns Committee shall support programming and events within the University Affairs portfolio, in particular the Model Parliament and the grade 8 early outreach conference.

38. **London City Jobs**
Review: 2008-2009
The USC shall advocate to the London City Councillors and Mayor for more students to be hired in the City of London for summer and full time jobs upon graduation.

39. **Student Senators & Governors**
Review: 2008-2009
The USC shall promote and advocate in favour of a closer working relationship with elected student representatives on the university Senate and Board of Governors through better utilization of the Student Caucus on Governance.

40. **Financial Aid Awareness**
Review: 2009-2010
The USC shall provide assistance to students regarding concerns of financial aid at the University. The USC shall also work to promote available awards, scholarships, and bursaries.

41. **University Policy Awareness**
Review: 2009-2010
While the USC shall not wholly endorse University policies, the USC recognizes its responsibility to inform students of such documents.

Consequently, the USC shall educate students on information relating to students rights, the Code of Student Conduct, academic policies, and other University policies.

42. **Student Financial Aid Guarantee**
Review: 2009-2010
The USC will attempt to work with the university to ensure the quality and accessibility of our University by promoting the commitment of the University that 'no qualified student will be unable to attend Western or will be required to withdraw from any academic program at Western for financial reasons.'

Tactical Commitments:

To enhance the educational experience and quality of life for all undergraduates at The University of Western Ontario

43. **USC Policy Analyst**
    Deadline: 2006-2007
    The USC recognizes that the need for a full-time research function remains vitally important and will increase as the University Affairs portfolio becomes more active.

    The USC shall employ a full-time Policy Analyst reporting to the Vice-President University Affairs and the President.

    The USC Policy Analyst shall attend all meetings of the Student Caucus on Governance and the meetings of the University Students' Council to provide policy analysis support and fulfill a research capacity for the VP University Affairs.

    Please refer to Appendix III, The USC Policy Analyst Job Profile

44. **Student Advocacy Team**
    Deadline: 2006-2007
    The USC shall establish a Student Advocacy Team, supervised by a Student Advocate Coordinator, in the Vice-President University Affairs' Portfolio.

45. **Internal Affairs Coordinator**
    Deadline: 2006-2007
    The USC shall establish an Internal Affairs Coordinator who will oversee the activities of the Policy Development Commissioner/Committee, the Student Caucus on Governance and its Commissioner, the Student Caucus on Academic Affairs and the Student Advocacy Team and its Coordinator.

46. **Municipal Affairs Commissioner**
    Deadline: 2006-2007
    The Municipal Affairs Commissioner shall exist in the University Affairs portfolio and its activities shall be supported by both the President and VP University Affairs.

47. **Campaign Fund**
    Deadline: 2006-2007
    The USC shall allocate a portion of its year-end profits to a Campaign Fund, to be used to promote awareness and advocate during provincial and federal elections.

48. **Position Papers**
    Deadline: 2007-2008
    The USC shall set internal lobby priorities for each year and work with its Policy Analyst to draft position papers on all priorities, which will be communicated to all students.
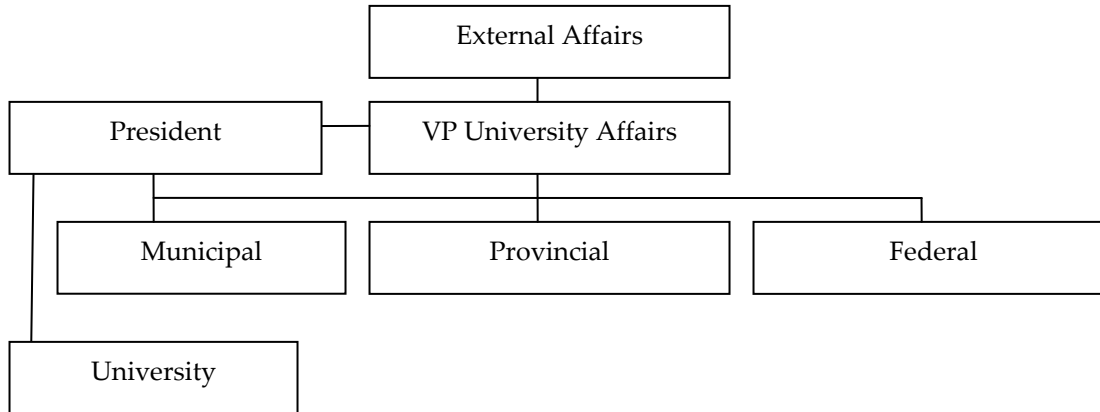
49. **Senate**
    Deadline: 2007-2008
    The USC shall advocate for an Ex-Officio position for the VP University Affairs on Senate.

11 External Affairs

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As one of the largest student associations in the country, it is only natural for the USC to get involved in the both provincial and federal lobby groups. Nevertheless, while there has been significant progress over the years externally, the definition of external affairs has long suffered from a pigeon-holed definition as the work the USC does as part of lobby organizations. Even more problematic is that in this department, the USC's own initiative takes a back seat to the politics of the Canadian student movement and the will of the sitting party.

In light of this, success has been mixed and this situation is unlikely to change in the future.

Currently, there are two major national organizations: the Canadian Federation of Students and the Canadian Alliance of Student Associations. The USC is, at present, a proud and vocal member of the latter. An entire document could be written on the history and dynamics of these two organizations, but suffice it to say that they don't get along and, as a result, their lobbying successes are affected (either positively or negatively depending on your bias).

"Western has a reputation for being snobby for some strange reason. I believe this to be a simple misconception. Do your best to break down this myth."

Paul Yeoman
President
2003-2004

The challenge now faced by the USC is how to best advocate on the provincial and national stage for its students, and how to otherwise interact with external organizations (including UWO) to enhance the student experience. There are a range of organizations and opportunities that exist, but, as always, it is about which options are congruent with our goals.

What is clear, though, is this: the USC must be a leader when dealing with external organizations. It is among the largest student associations in Canada and, while it doesn't lead in all areas, it offers the most comprehensive student government for its students. This is both an asset and a weakness. Of course, this allows the USC to be a dominant player when lobbying for its students,

but in the case of professional development it means there are very few opportunities for the USC to learn from peer organizations. Nevertheless, the only way to create those opportunities is to help other student unions, thereby collectively raising the standard of service across the country.

Finally, beyond the gates of Western, the USC must address the issue of their chief representative. On the one hand, the USC President is the unequivocal voice for students at UWO, while, on the other hand, the Vice-President Education acts in a representative capacity in her job. Ultimately, the two roles need to be built to work together to ensure that they are projecting the same message to all external organizations from the University, right up to the federal government. If they do, the results will be tremendously positive for the students of UWO. If they don't, the results will be similar to those of the national organizations they regularly encounter – spotty at best.

<u>Strategic Commitments:</u>

50. **External Leadership**
    Review: Yearly
    The USC shall attempt to be a leader in all external associations of which it is a part by nominating its members to external executives, taking a financial leadership position and exercising initiative to ensure effective representation.

51. **Lower Ancillary Fees**
    Review: Yearly
    The USC shall advocate for lower student fees applied by the Student Services Committee of UWO while maintaining high standards for the Ancillary Services of UWO.

    Furthermore, the USC President shall report on this commitment in her yearly report on the Student Services Committee.

52. **Per-Use Fees**
    Review: Yearly
    The USC recognizes that all students pay ancillary fees as determined by the Student Services Committee in order to support the operations of the Ancillary Units.

    Consequently, the USC shall advocate for lower and in most cases zero 'one-time' or 'per-use' usage fees levied by the Ancillary Units of the University.

53. **Presidential Summits**
    Review: Yearly
    The USC President shall attend or assist in the organization of (in the absence of others) a National Summit of Presidents and Managers from large universities in order to discuss operations and governance of student unions.

54. **Service Learning**
    Review: 2007-2008

To enhance the educational experience and quality of life for all undergraduates
at The University of Western Ontario

The USC recognizes that co-operative and service learning environments are beneficial to students.

Consequently, the USC shall advocate for increased implementation of co-operative and service learning initiatives in the university.

55. **Amicus**
Review: 2008-2009
The USC shall support the existence of a national organization for General Managers, but shall support joint conferences and initiatives between that organization and student leaders.

56. **Podcasts**
Review: 2008-2009
The USC shall advocate in favour of greater availability of podcasts by university faculty in order to teach materials.

57. **National Conferences**
Review: 2008-2009
The USC recognizes the value of networking and learning from peer associations.

The USC recognizes the failures (from a USC perspective) of national professional development conferences.

Consequently, the USC shall send more executive members to OUSA and CASA conferences for the purpose of networking and strengthening our lobby efforts while continuing to support Presidential summits until such time that National professional development conferences prove themselves a benefit to the University Students' Council.

58. **Lobby Organizations**
Review: 2008-2009
The USC shall support fully the lobby priorities and campaigns of the lobby organizations of which it is a part.

59. **SOGS**
Review: 2009-2010
The USC shall attempt whenever possible to form partnerships with the Society of Graduate Students at UWO and advocate on common issues when representing its constituents to the university.

60. **Alternative Associations**
Review: 2009-2010
While the USC maintains various memberships, the USC shall endeavour to evaluate the opportunities available in associations in which we are not currently members with an aim of a thorough evaluation of at least one association per year. The USC shall include

this as a revision to By-Law #3.

61. **Undergraduate Experience**
Review: 2009-2010
The USC shall hold the administration of UWO accountable to ensure that the Undergraduate student experience is not undermined in the proposed Graduate Student Expansion as detailed in UWO's strategic plan, *Engaging the Future*.

Tactical Commitments:

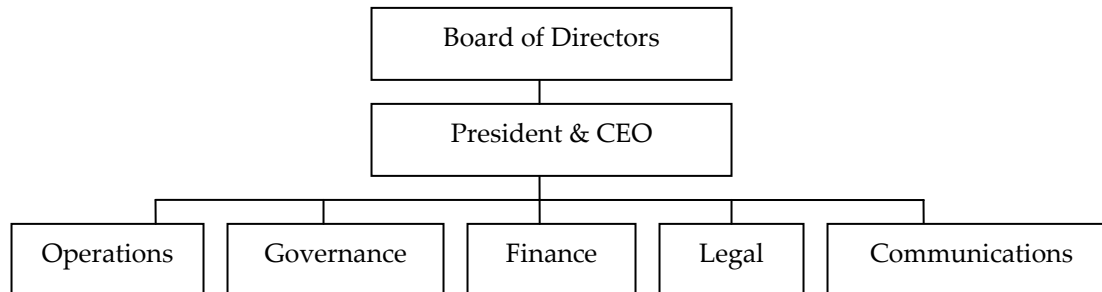62. **Common Dataset Resource Website**
Deadline: 2006-2007
The USC recognizes the importance of remaining accountable to students and constantly reviewing and improving its services.

Consequently, the USC shall take a leadership position in Canada and create a Common Dataset Resource website whereby all student associations that are members can contribute and use comparative results to improve their services.

12 The Corporate USC

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                    │   President & CEO   │
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Several reports have been made in the last fifteen years with regards to restructuring the USC. These reports have differed in a variety of factors, not the least of which the percentage of recommendations implemented. However, they all illustrate some key points:

- The USC has no formal practice of looking at structure;
- The USC has no structural proposals tied to any of its long-term plans;
- Recommendations have been implemented at the whim of the reader, that is the future implementation portion has been left to chance;
- And finally, no proposal has attempted to restructure both the corporate and governance sides of the USC simultaneously.

The Gray Zone, an Account of the need to restructure the USC by Fab Dolan was written in conjunction with *Built to Lead* (and may be found in USC archives). *The Gray Zone* depicts how the USC needs to change, and how change must come in the form of more than renovations to its community centre. The USC suffers from years of neglecting its human resource structure, as well as years of Board isolationism. The USC has failed to recognize that it is in a new era for the organization and its structure and processes must match its strategic aims, which can only be driven by the Board of Directors.

"In any organization, information is power, and at the USC, those with the most power are not students – not by design, but because they lack the necessary information to exercise it."

Fab Dolan
President
2006-2007
The Gray Zone
2006

The USC has also failed to see the problems with allowing so much decision making to rest with management and the USC has failed to grow responsibly and with the best interests of students at heart.

It needs to be repeated stated that the USC employs good people who work hard, are respectful in their yearly adjustment to new Directors, and who strive to make the corporation more successful. The problem is the structure, the policies, and corporate culture. The employees and management will work under the guidelines of any structure, and they will do so in the best

interest of their operations and their jobs. The responsibility rests with the Board of Directors to align the framework with their strategic objectives. Changing corporate culture is difficult and the USC should not pretend that adopted recommendations will be well received, but at some point, even though we are only here for a year at a time, we have to take the organization to a better place for the long term, even if it is we that are forced carry the burden of change.

The General Manager – A Brief History

Very rarely in the University Students' Council is any attention paid to the history or origins of its policies and employed positions. Documented history at the USC usually presents an accurate picture of the 'when' and 'how,' but the 'why' is always less clear. No better example exists in the organization than the history of the position of the General Manager. In 2006, the GM is such a fixture in the structure of the USC that most student leaders assume the position has been around since the corporation began. In actuality, the position is quite young, only having been introduced in 1991, as a result of The Peat-Marwick Report.

Why the General Manager position was created is unsettling to say the least. In the late '80s, the USC was nothing short of a corporate joke. Its operations languished, and fell victim to years of mismanagement, overstaffing, and financial waste. Student values had given way to a corruption of leadership, where many an Executive member 'borrowed' alcohol for private parties from *The Spoke*. The University naturally lost respect for the USC because it was an ineffective and disjointed union of students.

> **"The President will always supervise the General Manager and as such must assert a type of confidence peculiar to twenty-two or twenty-three year olds."**
>
> Craig Shepherd
> President
> 1991-1992

Ironically, it would be some of the USC's greatest mistakes that would lead to its financial prosperity and the era of the GM. By 1990, the USC was still fully managed by students in every way possible. With the yearly turnover inherent in student politics, the times were tumultuous for employees of the corporation. However, as USC employees tend to do, they adapted to being fired every May and being re-hired in September on the condition that VPs liked them. However, USC Executives took far too many liberties with staff and the end result was that USC employees unionized, and the USC became then, as it still is today, one of the few student associations in existence with unionized labour.

The USC needed a corporate restructuring and an experienced manager to work with the union. What resulted was the General Manager position of the USC, a position that became synonymous with the corporate USC. Since its inception, all three general managers the USC has employed have left their marks on the position and helped the organization grow. Collectively, the GMs have corrected the finances of the USC, have helped negotiate with the union and administration, and have shaped the modern USC.

To enhance the educational experience and quality of life for all undergraduates at The University of Western Ontario

Nevertheless, there were flaws in the original terms of reference for the position. It afforded the General Manager more power than anyone in the corporation and limited the influence of the Board of Directors. Not in fifteen years has the position been re-evaluated and defined in purpose, nor have any checks and balances been put on the position. In short, the terms of reference and, furthermore, the realities of student leadership allow someone in the General Manager's position to control much more of this student organization than even the President herself.

In effect, the makeup of the position and power instilled in it were comparable to a war measures act – something the USC direly needed. Now, though, the USC requires flexibility, creativity and even a little dissent. Student leaders are not what they used to be; they value a strong corporation working for their community and, above all else, the GM needs to embody those values.

Strategic Commitments:

63. **The Audit Committee**
   Review: 2007-2008, 2009-2010
   The USC recognizes that the Audit Committee of the Board of Directors can be a valuable resource to the Board for oversight of management's decisions.

   The USC further recognizes that the composition of the Audit Committee should be impartial with respect to management, staff and politics of the USC.

   Consequently, the USC shall regularly review the composition of the Audit Committee to ensure that it is a fair, impartial and effective resource.

64. **Collaborative Problem Solving**
   Review: 2007-2008, 2009-2010
   The USC shall embrace and develop collaborative problem-solving management processes.

   Furthermore, the Senior Management Committee shall exist to develop corporate-wide strategies to solve problems and achieve the aims of the Executive and Management.

65. **Organization Structure Review**
   Review: 2008-2009, 6, & 9
   The USC shall make part of its long-term plan review schedule a regular process of reviewing corporate structure and the effectiveness of all senior positions at the USC.

Tactical Commitments:

66. **The Gray Zone Plan**
   Deadline: 2006-2007
   The USC recognizes that any restructuring should provide opportunity for greater student involvement.

The USC recognizes that any restructuring should benefit staff, management and the operations of the USC.

The USC recognizes the any restructuring should be done in the best interest of the students of UWO.

The USC further recognizes that it currently operates with a corporate culture that limits communication and collaborative management.

Consequently, the USC shall adopt select recommendations of *The Gray Zone, A report on the need for the restructuring of the University Students' Council*, by Fab Dolan.

67. **Corporate Culture**
Deadline: 2006-2007
The USC shall encourage and foster a corporate culture that is proud to innovate and respects the opinions of all Managers and staff.

Furthermore, the USC shall value the opinions and skills of all of its Managers and staff.

68. **Reporting Structure**
Deadline: 2006-2007
USC Senior Management shall be permitted and encouraged to present all strategic ideas to the President and General Manager of the corporation for consideration by the Senior Management Committee and the Board. Reciprocal communication shall also occur.

Furthermore, all other USC Managers shall be permitted and encouraged to present all strategic ideas to the Vice-President Finance for consideration of the Senior Management Committee and the Board. Reciprocal communication shall also occur.

Furthermore, for all general reporting, Managers shall be expected to present to the General Manager, the Senior Management Committee and, at times, the Board of Directors.

Furthermore, Management shall develop formal procedures to ensure that information is reaching all staff, including but not limited to making available formal public minutes of the Senior Management Committee of the Board.

69. **The Role of the General Manager**
Deadline: 2006-2007
The USC shall establish the purpose and duties of the General Manager to reflect the long-term plan and its role within the organization.

Please refer to Appendix IV, The Role of the General Manager.

70. **The Role of the General Counsel**
Deadline: 2006-2007
The USC shall establish the purpose and duties of the General Counsel to reflect the long-term plan and its role within the organization.

Please refer to Appendix V, The Role of the General Counsel.

71. **The Role of the Controller**
Deadline: 2006-2007
The USC shall establish the purpose and duties of the Controller to reflect the long-term plan and its role within the organization.

Please refer to Appendix VI, The Role of the Controller.

72. **The Departmental Structure**
Deadline: 2006-2007
The USC shall adopt a departmental structure, consisting of Food & Beverage, Governance, Media, Retail, Services, Legal, IT, and Finance Departments.

Furthermore, each department shall be represented by a Manager that directs the departments at the Senior Management Committee.

73. **Media Department**
Deadline: 2006-2007
The Media Department shall include CHRW, TV Western, The Gazette, Publications and Advertising/Branding

74. **Retail Department**
Deadline: 2006-2007
The Retail Department shall include InPrint, Mustang Alley, Purple Door Promotions, The Used Book Store, the Postal Outlet, and Western Film.

75. **Food & Beverage Department**
Deadline: 2006-2007
The Food & Beverage Department shall include The Wave and The Spoke.

76. **Services Department**
Deadline: 2006-2007
The Services Department shall include Reservations, Building Tenants, Day Care, Entertainment Productions, InfoSource, and Student Services.

77. **I/T Department**
Deadline: 2006-2007
The Information Technology Department shall consist of the I/T Manager and I/T staff.

78. **Finance Department**
Deadline: 2006-2007
The Finance Department shall consist of the VP-Finance, the Controller and Finance Staff.

79. **Legal Department**
Deadline: 2006-2007
The Legal Department shall consist of the General Counsel who shall report directly to the President and Board of Directors.

80. **The Capital Expenditure Process**
Deadline: 2006-2007
The USC shall amend its capital expenditure approval and purchasing process to increase the involvement of the VP-Finance in decision making.

Furthermore, the USC shall amend its capital expenditure purchasing cycle to reflect the needs of its operations and allow for more flexibility in the system.

Please refer to Appendix VII, The Capital Expenditure Process

81. **Salary Evaluations**
Deadline: 2006-2007
The USC shall put in place a formal process for salary review for Managers of the USC. All such reviews should take into consideration benefits, hours and any such factors that affect employee compensation.

82. **Performance Reviews**
Deadline: 2006-2007
The USC shall amend its performance review process to reflect the reality that certain staff positions are 'affiliated' with executive positions.

These employees shall continue to be accountable to their supervising manager, but shall be required to report on a consistent basis to their affiliated executive member.

Furthermore, the performance review of 'affiliated' staff must be signed off on by the supervising Manager and the affiliated executive member. Any difference of opinions shall be included in the employee's review.

Please refer to Appendix VIII, Hiring Panel Composition & Performance Reviews

83. **Financial Signing Authority**
Deadline: 2006-2007
The USC shall re-affirm its current financial signing authority privilege to include the President, the Vice-President Finance, the General Manager, and the Controller.

Furthermore, all financial documents shall require two signatures, at least one of which

shall be a student executive's signature.

84. **Hiring**
Deadline: 2006-2007
The USC recognizes that all new hires must appreciate the student values of the USC.

Furthermore, the USC recognizes that student executives should know and build positive relationships with all staff.

Consequently, the USC shall amend its hiring panel composition to reflect more involvement from students.

Furthermore, the USC shall formalize processes for evaluating Management and Staff, taking into account those positions that are affiliated with Student Executive portfolios.

Please refer to Appendix VIII, Hiring Panel Composition & Performance Reviews

85. **Firing, Hiring, Demotions & Departmental Transfers**
Deadline: 2006-2007
The USC recognizes that firing, hiring, demotions and cross-departmental transfers often represent strategic decisions for the USC.

Consequently, the General Manager and President or the Vice-President Finance shall be required to approve all firing, hiring, demotions, and departmental transfers of anyone in a management position.

Furthermore, if the General Manager and the student executive member cannot come to terms with any such decision, the Board shall make a ruling.

Furthermore, a firing of the General Manager can only be done by the Board of Directors.

86. **Committees of the Board**
Deadline: 2006-2007
The USC shall formalize the Senior Management Committee, Executive Committee and the Operations Management Committee as committees of the Board and are to be co-chaired by the General Manager and President or VP-Finance.

Please refer to Appendix IX, Board Committee Composition.

87. **Reservations and Entertainment Productions**
Deadline: 2006-2007
The USC recognizes the redundancies present in its Entertainment Productions and Reservations departments.

Consequently, the USC shall require better coordination and usage of resources between

the EP Manager and the Building Services Manager.

88. **Student Life Productions**
   Deadline: 2006-2007
   The USC recognizes the need for programming and events that provide real value for students.

   The USC further recognizes that the name of its Entertainment Productions Department does not reflect these values.

   Consequently, the USC shall rename *Entertainment Productions* to be called *Student Life Productions.*

89. **Retail Manager**
   Deadline: 2007-2008
   The USC shall establish a Retail Manager to provide a strategic, coherent plan to the retail operations in the UCC Mall. This plan should be comprehensive and promote not only USC retail services but also the services of USC tenants.

90. **Private Sector Benchmarking**
   Deadline: 2007-2008
   The USC shall benchmark USC retail services against similar private sector operations, prorating for a shorter sales season (school year) to evaluate the effectiveness and profitability of these operations.

91. **Consumer Trends**
   Deadline: 2007-2008
   The USC shall create channels of communication with the USC Board and students in general to gauge new consumer trends on (and off) campus that negatively impact USC services or which present opportunities.

   Furthermore, the USC shall implement micro and macro changes in retail operations to meet the objectives established by feedback from Council, the Board and students as a whole.

   Furthermore, the USC shall aggressively explore new retail opportunities and either change current retail operations or initiate new retail operations or contract/lease new businesses designed to meet new campus consumer trends.

92. **Retail Strategic Plan**
   Deadline: 2007-2008
   The new USC Retail Manager shall develop and execute a strategic plan for USC Retail Services outlining capital investment in terms of building improvements and new equipment to take advantage of new service and product opportunities. This plan should also identify and seek new lease opportunities and shall be passed by the Board.

13 Finance

A truism of any political or economic organization is that those who hold the purse strings hold the power. In actuality, there are two sources of power in an organization – control of the finances and control of the flow of information. *The Gray Zone*, by Fab Dolan, touches on the latter, but at the USC the former is of equal concern. For many years at the University Students' Council, those holding the purse strings have not been students. The system does not allow for it, perhaps by accident or by design.

The current budgeting process of the USC, by no one's fault, essentially nullifies any campaign promises or any objectives set by the elected representatives, President or Executive members of the USC. The budget creation process starts prior to USC elections and is approved by the sitting Council and Board. Therefore, the budget is set for the following fiscal year without input from incoming Council representatives and incoming Executive members. There is no opportunity to integrate campaign promises and new initiatives introduced by winning candidates into the USC budget. Clearly, this situation leaves senior management with the responsibility of setting spending priorities as the outgoing Council generally has significantly less interest in the process than would the incoming Council. When the new Council and Executives begins their year, they soon discover that there has been no budget allocation for their initiatives. Occasionally, small initiatives are funded, but there is generally no ability to finance large-scale strategic initiatives. The refrain, "it's not in the budget," becomes a frustrating but unavoidable phrase whenever the Board or students seek to implement initiatives requiring serious investment.

Many large student unions across the country involve their new Executives in the budgeting process as a method to acquaint them with every aspect of the corporation, and as a way to ensure student ownership of their respective unions. Such a suggestion has been made at the USC in the past, but has been dismissed as impossible. Furthermore, the common refutation to this line of thinking is that the outgoing Board of Directors and Council are more equipped to make budgetary decisions since they know the corporation more intimately. This is not the case – in fact, because the budget process is not woven into the transition process in any real way, the Board of Directors of the USC receives a cursory explanation of the finances of its corporation and is rarely involved with them for the remainder of the year. In many cases, Directors are no more equipped to prepare the budget in the middle of their terms than they are at the beginning. As for the argument of impossibility, it is simply not true.

By changing the budget process, it may be possible to put budgetary control into the hands of the new Council. The new Board, as part of its transition, could be given extensive budget training while the old Board would be available to lend experience in terms of judging the validity of submissions and to assist in planning.

Perhaps it is unfair to consider the financial section of the USC's long-term plan without speaking about the tremendous success the Corporation has seen. In many ways, the USC has managed to avoid the pitfalls and shortcomings of peer organizations and has established itself as a reputable and stable financial entity. With yearly revenues approaching $20 million, the USC is clearly capable of doing great things, and has. When others are considering whether to purchase new vending machines, the USC is considering million-dollar acquisitions. To improve though, the USC requires increased student involvement, more accountability, and more clear ties between strategy and financing. It is what we should expect from such a successful corporation.

"If it were possible I'd like to take people back to the beginning of the nineties to witness what the state of the USC was back then. We didn't own a building with services, the things we did own were losing money and we were almost bankrupt. "

SzeJack Tan
President
1999-2000

Strategic Commitments:

93. **Financial Reporting**
    Review: Yearly
    The USC Vice-President Finance shall present to the Board of Directors updates of cash and accounting positions on a monthly basis.

94. **Non-Zero Budget Programs**
    Review: Yearly
    The USC shall annually review subsidized activities and programs to cyclically rationalize their pertinence and costs. All non-zero budget or profit programs and operations shall be reviewed by the Board of Directors.

95. **Gross Margin Targets**
    Review: Yearly
    The USC will establish gross margin targets for respective retail operations to provide balance between financial contributions of respective operations.

96. **Risk Management**
    Review: Yearly
    The USC shall consider central to the goals of all programs break-even performance and risk management. Events which lose money or pose significant risk should be re-evaluated and reconsidered with respect to continued execution.

97. **Vision and Budgeting**
    Review: Yearly

To enhance the educational experience and quality of life for all undergraduates
at The University of Western Ontario

The USC shall use its long-term plan to determine priorities in its annual budgeting process.

98. **Affiliated Organizations & Policy Enforcement**
Review: Yearly
The USC shall make best efforts to educate affiliate organizations about policies and procedures and why it is important that they be followed.

Furthermore, the USC shall make best efforts to follow its policies and procedures when clubs and other affiliated organizations violate policies and procedures.

Furthermore, the USC shall send notices to larger venues, suppliers and the like, informing them that clubs, commissioners, coordinators, USC services, etc., do not have authority to sign contracts.

99. **Financial Transparency**
Review: Yearly
The USC shall remain financially transparent and maintain best efforts to make its financial information available to students by using the Gazette, the USC website, an Annual Report and any other reasonable means.

The USC shall create a budget for the proper campus-wide promotion of its financial position and operations/services.

Tactical Commitments:

100. **Board Initiative Fund**
Deadline: 2006-2007
The USC shall index its Board Initiative Fund to grow with the Consumer Price Index and Inflation, so as to not limit the financial flexibility of any generation of student leaders due to the time-value of money.

101. **Profit Plan**
Deadline: 2006-2007
The USC recognizes the importance of financial accountability in cases where it runs operations for profit.

Consequently, the USC shall draft a Policy for the apportionment of yearly profits.

102. **Clubs Financing**
Deadline: 2006-2007
The USC shall dedicate a portion of profits to the creation of a Club Finance Fund, dedicated to be used by clubs through an application system.

103. **Departmental Budgets**
Deadline: 2006-2007

The USC shall formalize its annual budgeting process to promote more involvement from students in the formal of the Executive and the Finance Committee of Council.

104. **Investment Policy**
Deadline: 2006-2007
The USC recognizes that is has recently selected an Investment Advisor.

Consequently, the USC shall develop an investment proposal, making clear the goals of investment and where interest revenue will be allocated towards.

105. **Base Fee Freeze**
Deadline: 2007-2008
The USC shall, beginning in 2007-2008, freeze its base student fee for a period no less than 10 years.

106. **USC Foundation**
Deadline: 2007-2008
The USC shall create a Foundation in its name to allow for receipt of donations from the community intended to direct funds to community based initiatives.

Furthermore, the USC shall develop a long-term vision for the USC Foundation to ensure that it is successful and well known among the target demographic of donators.

107. **Capital Expenditure Tactical Plan**
Deadline: 2007-2008
The USC recognizes the tendency for Capital Expenditure budgets to be set without long-term visioning in mind.

Consequently, the USC shall commission a Long-Term Tactical Plan for the purchasing of new assets for the next four years.

108. **Financial Performance Benchmarks**
Deadline: 2007-2008
The USC shall develop financial performance benchmarks which shall be used comparatively over the years to gauge its financial performance.

109. **Advertising & Sponsorship Policy**
Deadline: 2007-2008
The USC shall develop an advertising and sponsorship policy.

110. **USC Access Fund**
Deadline: 2008-2009
The USC shall create Scholarship & Bursary Fund from its current and future profits.

Furthermore, the USC shall commit that no student fee shall be levied to create or

operate this fund and the fund shall be developed through yearly profits.
.

111. **Budget-Setting**
   Deadline: 2008-2009
   The USC shall amend its budget process to ensure that only the total amount in each executive budget line is set in the Council-approved budget and the specific allocations are decided upon by the executives during their transition and passed by Board.

112. **USC Fee Reviews**
   Deadline: 2009-2010
   The USC shall create a sub-committee of the Board to review USC fees and acting in the same manner as the Student Services Committee of the University. This committee shall be chaired by the President.

113. **Reserve Fund Fee**
   Deadline: 2009-2010
   The USC shall continue its policy of a reserve fund fee until required targets are met.

114. **Base Fee Ratio**
   Deadline: 2010-2011
   The USC recognizes its overdependence on student fees.

   Consequently, the USC shall make its base operating fee comprise just 15% of its revenues by 2010-2011.

115. **Self-Sufficiency**
   Deadline: 2010-2011
   The business operations of the USC shall be self-sufficient and not require support from student fees.

   Furthermore, the USC shall develop a study to determine the gap between its current financial position and one where all of its operations are self-sufficient.

116. **Cost-Benefit Analysis**
   Deadline: Yearly
   The USC shall perform a cost-benefit analysis for any initiative requiring an investment of $100,000 or more.
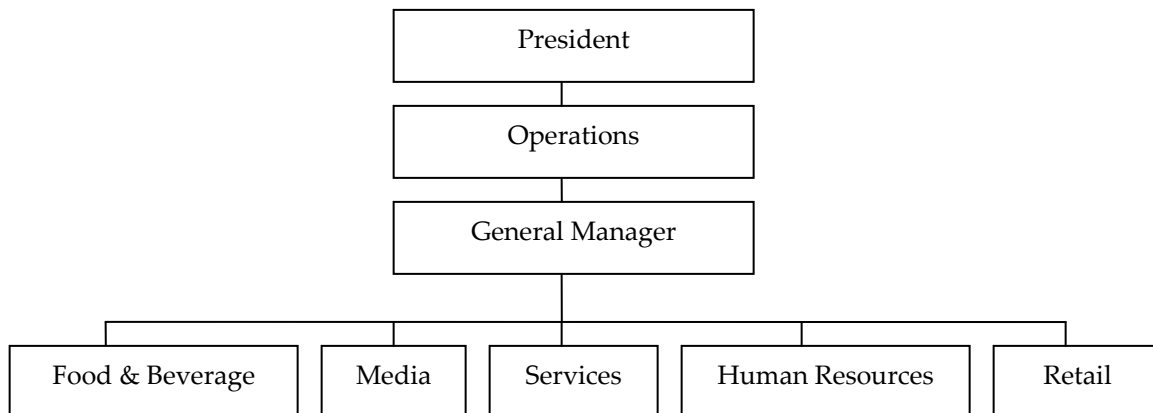
117. **Financial Policies and Procedures**
   Deadline: 2006-2007
   The USC Controller shall coordinate the development of a document consisting of the USC's Financial Policies and Procedures.

14 Operations

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                    │      President      │
                    └─────────────────────┘
                    ┌─────────────────────┐
                    │     Operations      │
                    └─────────────────────┘
                    ┌─────────────────────┐
                    │   General Manager   │
                    └─────────────────────┘
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Food & Beverage	Media	Services	Human Resources	Retail

The history of the modern University Students' Council is inextricably linked to the rise of the student corporation and the effectiveness with which the USC has been able to manage it. All told, the USC is the defining corporate student association in Canada, one that sets almost all standards that others follow. While this has meant great advancements in servicing students as well as financial successes that hint towards a future void of a base student fee, it has left the advocacy wing of the USC searching for a voice. In all the excitement of making money and providing services, the USC has tended to devalue non-revenue generating pursuits to educate and advocate for its students. *Built to Lead* intends to change that in a very monumental way, but it does not intend to swing the pendulum in a completely different direction. What student leaders need to know is that the service vs. advocacy debate is not a zero sum proposition.

The University Students' Council is in a completely different situation than most of its peer group – it actually has a service side that does well enough to support its advocacy division, it just hasn't done so yet. From the Western experience it would seem that the true challenge is not how to allow service and advocacy to coexist, but rather how to merge the two goals and allow them to grow and flourish together. For example, the Western One Meal card is a terrific example of a service that requires political support. Conversely, offering students lower priced course packs is an advocacy issue that can, and has proven to, have very real operational solutions. The point is the mission statement of the University Students' Council calls for the enhancement of the undergraduate student experience and as soon as we resign ourselves to one definition of 'enhancement' is the second that we've stopped doing it.

The USC has been redesigned and reconceived in this installment of the USC's long-term plan. The reasoning is quite simple and actually twofold: firstly, as the organization grows it is healthy to re-evaluate the operations and structure to ensure that they most effectively match the mission; and secondly, the reality is such that the governance and operations divisions of the USC have been apart for so long they no longer efficiently work together to achieve the aims of the mission statement.

Lastly, *Built to Lead* takes a leap of faith, one that hopes students leaders will again take up the reigns of their student association and guide it into the future. It also hopes that the USC as a whole, with new vision, will innovate and look to new revenue streams that both service students and funnel profits back to the USC to eliminate the dependency on fees and fund enhanced student programming. The USC must be driven towards that singular goal - our students deserve it. Consequently, this plan promotes dynamic team structures, new ventures and services and increased student involvement so that we are always true to our mission.

Strategic Commitments:

118. **Operational Autonomy**
Review: Yearly
The USC shall respect the decisions of each operations Manager with regards to price setting so long as those prices reflect the mandate of each operation as set out by the USC Board of Directors.

119. **USC Management**
Review: Yearly
The USC shall operate under the day-to-day management of its hired staff and shall adhere to policies, procedures and direction set out by the Board of Directors of the USC.

120. **Manager Plans & Presentations**
Review: Yearly
The USC will require Managers of all operations to make yearly presentations to the Board of Directors on the performance and goals of their respective operations.

Furthermore, all operations will prepare yearly business plans for their respective areas, establishing goals and objectives for the coming year. These plans shall be submitted with budget submissions, for review by the Finance Committee and Board of Directors in conjunction with consideration of the budget.

121. **The Living Campus Program**
Review: Yearly
The USC shall continue to develop and program through use of its Student Life Productions division the Living Campus Program.

122. **Strategic Mandates of USC Operations**
Review: Yearly
The USC shall maintain the original mandates of all its operations until such time when the needs of students change, and mandates must be amend to reflect new needs.

Please refer to Appendix X, Strategic Mandates of USC Operations

123. **Operation Evaluations**
Review: Yearly

The Vice-President Finance shall present an evaluation of each student operation to Council on an annual basis.

124. **Transportation**
Review: 2007-2008
The USC recognizes transportation as one of the most influential non-academic issues that affects students.

The USC recognizes that the current Universal bus pass has limitations in service.

Consequently, the USC shall work with the Council to determine whether a referendum for a year-long pass is necessary.

Furthermore, the USC shall advocate both with the London Transit Commission and the Office of the Mayor for increased bus service after regular hours, with specific intent to provide students transportation on Thursday, Friday and Saturday nights.

Furthermore, the USC shall negotiate with LTC for a part-time student universal pass and if necessary hold a referendum for those students to determine whether they shall pay for such a pass.

Furthermore, the USC shall continue its Late Night Exam Bus shuttle program.

125. **Healthy Food Options**
Review: 2007-2008, 2009-2010
The USC recognizes that part of its mandate for food & beverage operations is to provide healthy food options to students. The USC also recognizes that healthier food options might contradict with the already existing mandate of low prices to students.

Consequently, the USC shall maintain a menu that offers a reasonable assortment of healthier items and shall strive with best efforts to maintain the same low price points. In cases where this is not possible, and in order to ensure healthier options, the USC shall offer these healthier options at reasonable market prices.

126. **Student Events at The Wave**
Review: 2007-2008, 2009-2010
The USC shall author a policy on the purpose and proper use of *The Wave* by student groups.

127. **InPrint**
Review: 2008-2009
The USC recognizes that competition in student markets is healthy and helps to keep costs for students low.

Consequently, the USC Board shall make a dedicated effort to convince professors to

convert from textbooks to course packs in an effort to reduce student cost.

128. **The 'Student' Centre**
Review: 2008-2009
The USC shall ensure that the UCC Atrium always remains a true 'student' centre and that due consideration is exercised when allowing a corporate presence in the building.

129. **Non-UCC Operations**
Review: 2008-2009
The USC recognizes the University Community Centre as a crucial resource to its financial stability and ultimately, its corporate success.

The USC further recognizes that it is not the titleholder of the University Community Centre and even with longstanding agreements with the University, there exists a clear risk that the main revenue stream for the USC could be revoked.

Consequently, the USC shall commit itself to expanding its revenue generating operations, both on-campus and off in an effort to decrease its dependency on student fees and to support student initiatives with profits not entirely generated from student money.

Tactical Commitments:

130. **Online Services**
Deadline: 2006-2007
The USC shall expand its online services to include:
      I.   an exam registry;
      II.   online Classifieds;
      III.   an interactive events calendar.

131. **Strategic Expansion Fund**
Deadline: 2006-2007
The USC recognizes that many proposals contained in this plan require further planning and favourable market conditions.

Consequently, the USC shall allocate its current available case resources to a Strategic Expansion Fund, so that they may accumulate and may only be used for the purposes contained in this strategic plan.

132. **TV Western**
Deadline: 2007-2008
The USC recognizes the observations of the CHRW-TV Western Manager that TV Western's manager has made significant progress since it has been under review.

Consequently, the USC shall maintain the current budget for the TV Western program. The goals of the service shall remain the same, but the service shall remain under

review and be encouraged to expand its volunteer base and portfolio of programs.

Furthermore, the USC TV Western Manager shall develop a three-year plan for reviving the service or significantly changing its mandate to better serve the students of UWO.

133. **Online Ticketing**
Deadline: 2007-2008
The USC shall have available for purchase online, tickets to any and all events it produces.

134. **BookSwap**
Deadline: 2007-2008
The USC shall investigate the feasibility of an online service for students to buy, sell, and trade books, CDs, DVDs, and other items.

135. **USC Front**
Deadline: 2009-2010
The USC shall redesign its kiosk space in the USC Main floor atrium to accommodate its Reservations department and to act as a USC Front. This will work in conjunction with InfoSource to provide students information about the USC's services, operations and government.

136. **Western One Meal Card**
Deadline: 2010-2011
The USC shall strive to make the Western One meal card available for use at all of its food & beverage operations or pursue another reasonably convenient alternative.

137. **Liquor License**
Deadline: 2010-2011
The USC shall operate under its own liquor license and reduce dependency on the University.

138. **Conference Services**
Deadline: 2008-2009
The USC shall develop a business plan for its own conference service operation to launch after renovations to the UCC are complete.

139. **Operational Accountability**
Deadline: 2008-2009
The USC recognizes the importance of remaining accountable to students and educating them about where their money goes.

Consequently, the USC shall begin a promotion campaign at each of its operations to indicate where the profits from signature items are directed towards.

140. **E-Commerce**
Deadline: 2008-2009
The USC recognizes that there exists a demand from students for enhanced online services.

The USC recognizes e-commerce as a viable business venture, one that would benefit many of its current operations.

Consequently, the USC shall develop and invest in electronic commerce initiatives.

141. **Locker Project**
Deadline: 2008-2009
The USC recognizes the demand for increased locker space on campus both in the University Community Centre and other buildings on campus.

Consequently, the USC shall monitor the success of its Day-Locker program in the UCC and if successful, implement the same program in other buildings on campus.

142. **Usability Studies**
Deadline: 2009-2010
The USC shall perform usability studies of its website every three years and shall not make any major changes to the site between studies so as to promote consistency on the site and to reduce the workload of the IT Manager.

15 Human Resources

There are very few corporations where the Managers and union staff are as totally committed to the success of their operations as they are at the University Students' Council. The work ethic amongst most of the staff in the USC would be envied by any business in London. However, there is a problem in that the commitment is more to the operation or department than to the USC and its student representatives. There exists a basic fear of student leaders and who could blame employees when you look at the failures of student corporations at other universities and colleges. Indeed, there are significant dangers in direct student management of operations, an involvement that has resulted in staff turnover, financial chaos, loss of insurance and even organizational collapse at other institutions. Even the USC's history is riddled with examples of basic human resources mistakes. It is really the nature of the beast; student associations turn over so frequently that primary organizational functions often get forgotten. This is also true of human resources. To date, no clear H/R policy or department exists at the USC – two things one would expect in a unionized environment.

Nevertheless, the USC's overwhelming dominance in terms of scope and quality of operations in comparison to other schools of the same size is evidence of the necessity of having a core of experienced Managers. Student boards of directors exist to provide policy and strategic direction that is designed to meet the needs of its shareholder – the students. It is the responsibility of corporate management to use its expertise to achieve the objectives established by the students. This is what sets the USC apart from other associations that have consistently favoured high-turnover student manager positions.

The Western approach seems to work well so long as there is sufficient student involvement both to encourage student friendly decisions and to make the staff enjoy working for students as well as realizing that they are not potentially harmful to their careers. Unfortunately, until recently, the USC has operated as if the sole realm of the Board was student politics while the corporate side of the USC was the domain of management. Clearly the pendulum in the USC has gone too far in one direction, but not significantly enough to seriously weaken what is clearly the most powerful, effective student government in Canada, if not North America. Corrective action need not be severe but rather evolutionary and equitable.

Strategic Commitments:

143. **Codification of Employment Policy**
     Review: Yearly
     The USC shall rationalize and codify employment management policies that fall outside of the scope of collective bargaining into a manual that will serve as an adjunct to the Collective Bargaining Agreement (CBA).

144. **CUPE Local 2820**
     Review: Yearly
     The USC recognizes that it operates in a collective bargaining environment with CUPE local 2820.

Consequently, with the continued cooperation of both the management and local 2820, the USC shall:

  I.   continue to strive to resolve grievances in a timely manner;
  II.   work towards a collective bargaining process that is based on open dialogue, mutual trust and passage of information; and
  III.   ensure continuous improvement of working conditions to the extent that both unionized and non-unionized employees come to regard the USC as an employer of choice.

145. **Multi-Disciplined Managers**
Review: Yearly
The USC shall strive to hire staff and Managers that are multi-disciplined.

146. **Professional Development**
Review: Yearly
The USC recognizes a benefit to having employees that are multi-faceted and can work in multiple departments as the corporation grows.

The USC recognizes an inherent benefit to employees in professional development.

Consequently, the USC shall continue to provide professional development opportunities to its staff and management.

147. **Student Employment**
Review: Yearly
The USC shall employ more students in its operations.

148. **Senior Management Salary Benchmarking**
The USC shall cease to include in any future senior management employment contracts benchmarking of salary increases to those of the union.

Tactical Commitments:

149. **Staff Appreciation**
Deadline: 2007-2008
The USC shall develop a consistent way of thanking staff in all business operations.

150. **Performance Measurement System**
Deadline: 2007-2008
The USC shall institute a new performance measurement system that is comprehensive and geared to improve feedback to the employee and employer alike. This system should work in conjunction with the employee incentive plan.

16 USC Communications

The USC provides great services. The goal is to ensure that students get involved and use them. To do so, an effective communications strategy is paramount.

According to USC Terms of Reference, such a communications strategy begins with the Communications Officer, who is tasked with "creating and implementing a marketing strategy for the corporation." To fully understand the history of USC communications, it is necessary to review this position's relatively brief history.

In March 1998, Council passed a motion to create the role of Communications Officer, falling in line with plans to restructure the USC, with a particular focus on the Board of Directors. Prior to this change, the Board had included a Vice-President Communications, whose terms of reference largely resembled those of today's Communications Officer.

The most prominent reason for this change was to depoliticize a position responsible for molding the USC's image in the community and on campus. For the past nine years, this change has allowed Presidents to hire a communications "specialist" who is representative of the USC and its Board of Directors, but not students directly. Lacking a vote, the Communications Officer is inclined to speak publicly on behalf of the President, the Board and Council, but never against them, regardless of the Officer's personal views. This is critical if the USC is to benefit from the work of anyone in a communications role.

While the creation of the role of Communications Officer has commonly been viewed as successful, the position, like most positions on the Board, seems to suffer from vague terms of reference and annual turnover. Naturally, from year to year, Board to Board, viewpoints, strategies and focuses have been inconsistent, resulting in a fragmented definition of what USC Communications should entail. This need not be the case, especially for the Communications Officer.

Along with the existing terms of reference, this section of the Long-term plan outlines the structure and continuity necessary to truly build and implement an effective communications strategy. Thus, it would be beneficial for future Presidents and Hiring Committees to look to this document as a guideline when hiring Communications Officers. By nature, due to the position's vast scope, Communications Officer candidates will often possess a wide array of attributes. Using this document, the Hiring Committee should look to hire a candidate whose particular skill set will most likely allow her to implement the communications commitments prescribed in this section.

Perhaps the most important skill of future Communications Officers will be an ability to use technology to its full capacity in the implementation of this document's recommendations. Technology, most notably the Internet, has opened many doors in the field of communications. Unfortunately, a failure to embrace such technologies has left most of those doors closed to the USC.

Moving forward, the website should be seen as a primary method for students to interact with their students' Council. To this point, the USC website is a mere a shadow of websites of other comparable corporations and student governments. In order to have the desired impact on students, the USC website needs to better reflect the USC's mission and work to enhance the lives of undergraduate students.

The website can and should not only inform students of upcoming events and involvement opportunities, but allow students to become actively engaged in those events and opportunities. In the future, students will continue to rely more heavily on the Internet. In order for the USC to be successful, its services and operations will need to be accessible online.

In order to make student life as easy as possible, students should be able to use the website to conduct all USC-related business, as well as enjoy the benefits of USC operations. For this to happen, the website must undergo a massive overhaul and options such as E-commerce must be researched. A fully functional, E-commerce-equipped website will do wonders to enhance student life and the image of the USC.

As much as technology will play a role in the future of USC communications, a sound technological strategy can only be effective if it is accompanied by more conventional strategies to promote the USC and its website.

To that end, for the most part, the USC has been a leader amongst student organizations. The USC's community and media relations continue to improve with each passing year. A continued commitment to improving in these areas is necessary, but not paramount to improving communications as a whole.

Grassroots promotions, however, are another story. In order to better promote the USC on campus, this is an area that requires some attention. Since the decision to discontinue the USC Front – an informational kiosk in the University Community Centre atrium manned by Councillors and commissioners – little has been done to make the USC visible on campus.

The point of communications is not to get credit for what the USC does, but rather to get students to use what the USC provides for them. A good communications strategy will ensure that more students will use USC services physically, more students will use USC services online, dialogue between students and the USC will be improved, as will dialogue between the USC and the community. These are the goals. If they are met, credit will follow.

<u>Strategic Commitments</u>

151. **Constituent Council Visits**
Review: Yearly
At least one member of the Board of Directors shall attend at minimum one meeting of each constituent Council during the academic year.

152. **Direct Communications**
Review: Yearly

The USC shall employ more direct communication between the USC and students as opposed to filtering communications through Constituent Councils.

153. **USC Annual Report**
Review: Yearly
The USC shall publish annually a report to students on the finances and governance of the USC. This should be released prior to the Spring elections and should document successes and challenges currently facing the USC.

154. **Autonomous Media**
Review: Yearly
The USC recognizes the value of free and autonomous media outlets.

Consequently, the USC shall respect the editorial autonomy of The Gazette, CHRW and TV Western, its three media outlets.

Nevertheless, the USC shall advocate for responsible, professional and tasteful reporting by all of its media outlets.

Tactical Commitments:

155. **Interactive Events Calendar**
Deadline: 2006-2007
The USC shall create a calendar of events on its website so that students and organizations may view all the events taking place on and off campus as well as being able to post events on the calendar.

156. **Website Navigation**
Deadline: 2006-2007
The USC shall improve its website by designing a more easily navigated site, complete with more features that students will use on a daily basis.

157. **UCC Display**
Deadline: 2007-2008
The USC, in cooperation with other groups on campus (Alumni Western, Intercollegiate Athletics, and the Administration) shall develop a UCC display honouring the students who make significant contributions to life at Western. For instance the display could honour those students in athletics, academics, drama, music, art, or student government.

158. **Undergraduate Survey**
Deadline: 2008-2009
The USC shall complete a survey of the undergraduate population at least once every three (3) years.

17   Community Outreach

As large stakeholders in the London community the University Students' Council has a continuing interest in maintaining positive relations with its neighbours and should seek to limit any possible negative effects of its residency.

Often times, these 'negative effects' take the form of excess garbage, poorly maintained student residences and noise disturbances. These are negative effects indeed and a responsibility of the USC should be to keep these effects to a minimum. That being said, the USC exists first to advocate for students and with respect to measures the University might use for such a purpose, such as the Code of Student Conduct, the USC must continue to oppose any attempts that infringe on students' rights for off-campus non-academic offences. The legal precedent for use of the Code in such cases is uncertain and in isolation this strategy could only hope to stand in hearings against the absolute worst offenders. As the largest student voice at Western, the USC would not condone actions by its constituents that are either unlawful or unneighbourly, but the mechanisms currently in place need be further developed and at present it seems more beneficial to promote and execute positive initiatives in the surrounding community.

These initiatives can take many forms, and involve a wide range of resource commitments. Nevertheless, the main goal is clear, the USC has much to gain from a positive relationship and reputation with the City of London, and must take proactive measures to protect that relationship. Ultimately, this might be a communications battle, but it is one that the students must win. After all, it is not simply the responsibility of the University alone to boast about how much money it brings to the local economy; rather it is the job of the USC to stand up for its members and make clear, it is their presence that has made London grow for over a hundred years and it is the students that make this economy what it is.

Luckily, there is currently a terrific working relationship between the University Administration and all sides see the real harm to the community that comes from the very small minority of citizens in London that do not respect other members of the society in which they live; as good corporate citizens, the USC and UWO should act to change the behaviours of any offending residents of London to which they have unique access. Our students and staff are world class and both the USC and UWO are leaders in their respective fields. We are determined to uphold the superb reputation of this university and will continue to benefit the city in which we operate.

Strategic Commitments:

159. **The City of London**
      Review: Yearly
      The USC shall maintain close ties with the City of London so as to ensure that we continue to build a positive image of the students of UWO in London and neighbouring communities.

160. **Fanshawe Student Union**
Review: Yearly
The USC shall, whenever possible, advocate in partnership with the Fanshawe Student Union (of Fanshawe College) on issues relevant to all students studying in the City of London.

161. **Code of Student Conduct**
Review: Yearly
The USC shall continue to oppose unilateral enforcement of the Code of Student Conduct for non-academic offenses committed off-campus.

162. **Community Promotions**
Review: Yearly
The USC shall strive to educate the community at large about the USC and its successes.

163. **Economic Development**
Review: Years 2007-2008, 2009-2010
The USC shall work with local and regional organizations and companies like the Chamber of Commerce, London Economic Development Corporation and the Techalliance to promote economic development in London and increase employment opportunities for graduates of The University of Western Ontario.

Tactical Commitments:

164. **Alumni Relations**
Deadline: 2007-2008
The USC recognizes that through its Student Outreach program, the UWO Alumni Association is maintaining efforts to partner with current students at Western.

The USC recognizes the Alumni Association as an important stakeholder for the university and one that could assist in many USC initiatives.

Consequently, the USC shall endeavour to keep open dialogue with the Alumni Association and whenever possible shall work cooperatively on initiatives and issues of advocacy.

Furthermore, the USC shall create an ex-officio, non-voting position on Council for the President of the USC Alumni Chapter or her designate.

165. **City Zoning Applications**
Review: Yearly
The USC recognizes the importance of neighbourhood engagement and the impact city zoning and By-Law changes have on our students.

Consequently, and concurrently with the University, the USC shall selectively respond

to all rezoning and variance applications within 300 metres of the campus (the distance used by the City of London to notify neighbours of such applications) when appropriate.

166. **Town & Gown Advisory Committees**
Deadline: 2007-2008
The USC shall create a Town and Gown Advisory Committee comprised of the representatives from the USC, the City of London, UWO, and students at-large.

Furthermore, the USC shall become a member of the Town & Gown Association of Ontario in order to learn from best practices in other cities.

167. **Community Associations**
Deadline: 2008-2009
The USC shall write letters to all neighbouring community associations asking for the formal creation of student seats on their associations and shall assist in promoting these positions to students.

168. **Garbage Removal**
Deadline: 2009-2010
The USC recognizes that garbage removal is a concern of citizens living in areas of high student density.

The USC, while recognizing that garbage removal is a municipal responsibility, wishes to create a positive impact on the City of London.

The USC recognizes that current feasibility studies on garbage removal and furniture pick up projects show both ventures to be services that are too expensive for the USC to undertake.

Consequently, the USC shall continue to perform feasibility studies on initiatives that would pick-up garbage in student neighbourhoods as well as furniture at the beginning and end of the academic year.

Furthermore, the USC, recognizing the university has an equal stake in the relationship with the City of London, shall advocate for a partnership between the USC and UWO to performing this public good while not overburdening the USC financially.

18 Environment

As one of London's largest corporations, the USC produces significant amounts of waste and has a tangibly negative impact on the environment. Thousands of dollars are spent yearly on meeting agendas alone, one of the USC's tiniest offences, nevertheless begging the question, why is one of the largest and most resource-rich student unions in the country trailing behind on what should be considered one of the most basic of social issues? Furthermore, why is the loudest student voice on campus whispering on a topic of great importance? In all likelihood, it's because the USC, for all its good intentions, has never been a leader in this respect and lacks the direction to be one.

Nick Staubitz' 2004-2005 Board of Directors introduced the University Students' Council Environmental Sustainability Policy that at its core 'acknowledged [The USC's] responsibility to promote environmental stewardship and act in an environmentally responsible manner in all its activities and operations'. The policy was not meant to punish nor impose financial burdens on those to whom it applied, but rather it was about committing the USC to, whenever and wherever possible, take the most positive environmental approach. Opponents of the policy feared it redundant since it lacked teeth to ensure adherence to the policy. Now, with two years of hindsight it appears they might have been correct. Perhaps for lack of resolve, or lack of commitment, the USC and University of Western Ontario as a whole still trail their counterparts in other schools across the country, most notably the University of British Columbia who make environmental sustainability a much more central issue and consequently saved approximately $8.2 million from 1999 to 2004 because of green initiatives.

> **"Students will be as effective as we allow them to be. If we don't provide them with an easy way to act then they won't."**
>
> Tom Ewart
> EnviroWestern Coordinator
> 2005

There have been some things to applaud closer to home. EnviroWestern was converted from a club into a USC service during the 2006 budget process, giving it access to new resources and increased political support. Also, the '06-'07 Board has shown its belief in the cause by creating what could be the beginnings of a formal environmental partnership between student unions nationally as well as supporting a coffee mug program at home.

All in all, the last three years have been positive with regards to environmental issues on campus. The USC is taking baby steps towards creating a role for itself in an area where it has never been strong and sustainability issues are more and more on the agenda. Nevertheless, the largest catalysts of the movement on campus are members of EnviroWestern and not the student politicians themselves. The corporate USC still looks to that service for leadership and guidance and while their advice is well received a more determined effort needs to be made on the part of the USC to become the environmentally friendly corporate that it need be.

<u>Strategic Commitments:</u>

169. **Coffee Mug Program**
Review: Yearly
The USC shall provide one-thousand (1000) free coffee mugs yearly to students who intend to use them to reduce the amount of coffee cup waste.

Furthermore, the USC shall continue to offer discounts for patrons who choose to use mugs at The Spoke.

170. **Conservation**
Review: Yearly
The USC shall increase our commitment to conservation and the environment, in areas such as land use, power consumption, recycling and sustainability in general.

171. **Recycled Supplies**
Review: Yearly
The USC shall, whenever possible, use recycled office supplies.

172. **University Sustainability Plan**
Review: 2006-2007
The USC shall advocate for the university to implement a sustainability plan.

<u>Tactical Commitments:</u>

173. **Double-sided Printing**
Deadline: 2006-2007
The USC shall set the default setting on all of its printers to print double sided.

174. **Printing Budget Reductions**
Deadline: 2006-2007, 2008-2009
The USC shall reduce all printing/copying budgets by 25% in the first year of implementation of this plan and by 50% in year three.

175. **Green Fund**
Deadline: 2006-2007
The USC shall allocate a portion of all future year-end profits to a Green Fund that may only be used for environmental or sustainability initiatives.

Furthermore, the USC shall allocate a portion of its yearly Capital Expenditure budget to be approved only for sustainable initiatives.

176. **Green Capital Expenditures**
Deadline: 2006-2007
The USC shall whenever financially possible allocate a portion of its capital expenditure budget to be used only for approved initiatives which can be reasonably

shown to be sustainable or environmentally friendly in nature.

177. **Limited Hardcopy Circulation**
     Deadline: 2006-2007
     The USC recognizes that its Long-term plan is a lengthy document, and the circulation of which could lead to copious amounts of paper waste.

     Consequently, the USC shall only create full hardcopies for each member of the Board of Directors, all Managers, one for the front desk and one for the archives.

     Furthermore, the USC shall send an electronic copy of the plan to all students, Councillors and other stakeholders in the long-term planning process.

178. **USC Sustainability Plan**
     Deadline: 2007-2008
     The USC shall create its own sustainability plan for its services and daily operations.

179. **EnviroWestern Audits**
     Deadline: Years 2007-2008, 2009-2010
     The USC shall require that each of its operations be evaluated by EnviroWestern on their environmental sustainability on a bi-annual basis.

     Furthermore, each operation shall be required to change their practices to be more sustainable or provide reasons for why sustainability is not feasible in certain respects.

180. **Sustainability Advisor**
     Deadline: 2008-2009
     The USC shall hire a full time sustainability advisor to further its efforts in terms of sustainability and to assist in lobbying external organizations to become more environmentally sustainable. This employee shall be affiliated with the Campus Issues Portfolio.

19 The University Community Centre

The University Community Centre is the unmistakable centerpiece of The University of Western Ontario campus. Built in 1971, the UCC intends to *serve the social, cultural, recreation, entertainment, service support, and retail needs of the university community.* Since its completion, the building has carried out this mandate by providing athletic facilities, food services, student development services, health services, retail operations and daycare for students and employees of UWO.

The last major expansion, approved by student referendum in 1989, introduced a UCC Expansion Fee that remains to this day at $13.02 per student. However since then the financial climate has changed drastically and students facing constant tuition increases are no longer quick to approve new student fees. The University Students' Council consequently made lowering fees a priority in *Approaching the Horizon*, its most recent long-term plan. While examples of success in this respect are few and far between, the over-arching principle still rings true and when the USC proposed renovations to *The Spoke*, the first floor staple of its food and beverage portfolio in 2003, it carried out those renovations without increasing student fees.

"Some might say that [the Recreation Centre fee] contradicts the USC's long-term strategic plan, which is to decrease student fees. The challenge that we have is reconciling our mission statement to enhance the educational experience of all undergraduate students with our long-term strategic plan and make sure that students are getting the best possible education outside of the classroom that they can get."

Ryan Dunn
President
2005-2006

Nevertheless, as former President Ryan Dunn (2005-2006) will attest, the challenge of progress is to balance one principle of the Long-term plan with the other; namely, finding equilibrium between expanding services and lowering student fees. With perhaps a similar ideology, in 1995 the USC and the university signed an operating agreement that gave control of the UCC to the students who agreed to take on the mortgage payments on the building. The agreement, which carved out a new era for the USC lives on, and allows the students to program freely while constantly pursuing new streams of revenue in the centre.

Not surprisingly it was Dunn's Board of Directors that made yet another compromise between services and fees by leading the way in a referendum to approve a new 30-year, $60 (increasing at CPI) fee to fund the Western Sport and Recreation Centre project while at the same time lowering fees to remove a contingency fund fee for the '06-'07 academic year.

To enhance the educational experience and quality of life for all undergraduates
at The University of Western Ontario

After relatively little debate over the new project, 62% of students approved by referendum the new $34-million facility and along with it a $17 increase in the student levy to take further control of space formerly operated by Campus Recreation in the UCC. The space, equivalent to approximately 25,000 square feet is a substantial increase in the space controlled by the students and provides a one time opportunity to expand the breadth of services provided to students. It is scheduled to become available in 2008 and as bulldozers are already clearing out room for the new athletic centre, the USC must have a plan for the areas it will inherit.

Overwhelmingly, there is a need for more student space. The clubs system has ballooned to include 179 distinct clubs, each of them with programming needs and a significant portion of them with permanent office space requirements. The 'space' sentiment is echoed by students at large who are constantly looking for more convenient and comfortable places to work and study on campus.

The creation of this space should also accompany upgrades to current operations and services. *The Wave* for example has not seen major upgrades in years, and while its first floor counterpart, *The Spoke*, was given a $600,000 facelift to meet students' needs, the second floor food operation still maintains an antiquated night club dimension that is no longer desired by students at UWO.

In addition to these two very clear needs, the following comments have also surfaced time and again, indicating that they are significant needs that should be addressed:

- USC Services are difficult to locate and should be grouped together.
- USC Offices are too spread out and impair the work and accessibility of employees affected.
- The USC lacks storage space.
- The UCC needs more meeting rooms to further develop its conference facility capabilities.

These shortfalls and others like them have traditionally prompted the USC to seek the assistance of outside consultants. Several reports have indicated the challenges and opportunities that ownership of the building brings with it, but the most important consideration with any renovation strategy is maintaining flexibility. You don't have to go far back in history to see a time when *The Wave* and *The Spoke* did well in alcohol sales. Also, the recommendations listed in aforementioned consultant reports no longer apply current conditions and only seem to reinforce the notion that the needs of the student market evolve rapidly, so major renovations must leave the flexibility for multiple types of programming and operations into the future. Additionally, there is growing social pressure from students for the USC to remain an environmentally friendly corporate citizen so it is imperative that issues of environmentalism as well as accessibility are not forgotten while pursuing a modern community centre.

Also for consideration in this report is the relative urgency with which planning must begin. The athletic centre will be ready in two years' time and the USC must be ready to take on the new square footage. Previous referendums have shown a certain willingness among Western's undergraduates to fund expansion projects if the returns are what students need. This piece cannot get lost while planning for renovations. If plans require an increase to student fees, they

should be responsible and be minimized either by subsidizing renovations with profits from operations or financing from loans.

Strategic Commitments:

181. **Sense of Community**
   Review: Yearly
   The USC shall work towards maintaining a sense of community within the University Community Centre. This can be achieved by promoting the use of the UCC Atrium as a center for debates, lectures, artwork, and musical performance.

182. **No-Obstruction Clause**
   Review: Yearly
   The USC shall strive to maintain the University Community Centre such that daily programming can exist without inhibiting students from walking to and attending classes.

   Furthermore, for all atrium events, best efforts shall be used to ensure walkways around the events that are being used in the atrium.

Tactical Commitments:

183. **'95 Agreement Renewal**
   Deadline: 2006-2007
   The USC shall make it a top priority to come to a new long-term agreement with the University regarding operation of the University Community Centre.

184. **Renovations Referendum**
   Deadline: 2007-2008
   The USC recognizes that the successful referendum to create the Western Sport and Recreation Centre and the related referendum question to implement a student fee to pay new occupancy costs for the UCC.

   The USC further recognizes that the successful referendum means the inheritance of space formerly held by Campus Recreation and the Student Development Service.

   The USC recognizes that the space, as is, does not maximize its service capability to students.

   The USC recognizes that many students have made requests and suggestions for renovations to the building.

   The USC further recognizes that it would be irresponsible to ignore these requests and continue to underutilize new space that students are paying for.

   The USC recognizes that many of its operations and Managers have renovations needs

and those renovations needs would be appropriately met at the same time as renovations to the inherited space.

The USC further recognizes that the UCC was built in 1971 on a student fee and no major renovations have occurred in over a decade.

Consequently, the USC shall develop plans based on recommendations from students for renovations to the University Community Centre.

Furthermore, the USC shall build into planning, flexibility and stages so that the project presents minimal financial risk to the corporation should the project go over budget.

Furthermore, the USC shall put to the students a referendum question about the renovations and allow them to decide on the future of the UCC.

Furthermore, the USC, recognizing its goal of minimizing student fees, shall accept the recommendations of the Controller for its referendum question and shall borrow all necessary funds to compete the project while creating a minimal fee to pay off the costs of borrowing over time.

Furthermore, the USC shall, in the event of a failed referendum question, revisit the renovations issue and explore the feasibility of implementing renovations through other methods.

185. **Accessible Renovations**
Deadline: 2007-2008
The USC shall ensure that all new renovations are accessible.

186. **Multi-Faith Prayer Space**
Deadline: 2007-2008
The USC shall include in its renovations planning a multi-faith prayer space.

187. **Wave Renovations**
Deadline: 2006-2007
The USC recognizes that it has been a significant amount of time since renovations were done to The Wave.

The USC recognizes that in order to meet current demands The Wave needs to be renovated, but also recognizes that renovations can be done in a way that meet the goals of The Wave and satisfy other student demands for lounge space and greater variations in food options.

Consequently, the USC shall renovate The Wave restaurant in the University Community Centre.

188. **Lounge Spaces**
Deadline: 2007-2008
The USC recognizes that students need more open 'lounge' spaces on campus to study and socialize.

Consequently, the USC shall include in its plans, more lounge spaces for students.

189. **Renovations Fee**
Deadline: 2007-2008
The USC recognizes the imbalance across generations of students when some cohorts pay more towards renovations than others.

Consequently, the USC shall create a Renovations fee to be applied in perpetuity and equally to all generations of students.

190. **Renovations Flexibility**
Deadline: 2007-2008
The USC recognizes there are demands from many different student groups with respect to space in the University Community Centre.

The USC recognizes that opportunities exist for summer business ventures such as a conference hospitality business.

Consequently, the USC shall build into plans for renovations multi-purpose space that can be used by a variety of groups throughout the academic year and the summer.

191. **Student Art**
Deadline: 2007-2008
The USC shall hang up student artwork throughout the UCC.

192. **UCC Space Usage Plan**
Deadline: 2007-2008, 2009-2010
The USC shall ensure that the University Community Centre is able to meet the needs of the USC as outlined in this Report by developing a UCC Space Usage Plan.

20   Review Process

In order for *Built to Lead* to fully achieve its desired outcomes, an assurance needs to be made that its commitments will be known, evaluated, and executed. Consequently, an effective review process needs to be implemented on an almost constant basis; this process alone may be the most important aspect determining the success of the initiatives and goals documented in this Long-Term Strategic Plan.

Understandably, given the all-encompassing nature of this document, it is crucial that the commitments made in this plan have a presence in the decision-making process of all USC Councillors, commissioners, employees, management, and Board members for the duration of the period described. As outlined in this document, ensuring that the plan is followed will be a primary task of both the General Manager and the Vice-President Finance; the GM will work to ensure adherence to the plan on a year-to-year basis, while the VP-Finance will do so on an operational level by working with management to develop annual action plans which fall in line with the commitments of this document.

Also playing a significant role in the annual review process will be the Long-term Planning Review Committee. The role of the Long-term Planning Committee Review falls in line with an annual planning framework.

In February and March of each year, the President and Vice-Presidents are elected, and the Communications Officer is hired. These selections should all be made with a strong focus on the Long-term plan and candidates' views and strategies for implementing the goals set forth in its pages. In late March, the Long-term Planning Review Committee should be selected following the same criteria.

In April, the outgoing President shall give Council an in-depth presentation on progress made during the year in regards to the Long-term plan. In conjunction with this, the outgoing Board will analyze its progress with respect to the Long-term plan and formulate recommendations to be passed to the new Board during transition.

Transition, which will take place during May, will include a Board/Management retreat, allowing the new Board to become familiar will all Managers and to develop primary objectives with each operation and service that fall in line with the Long-term plan. Transition will conclude with the collection and review of the outgoing Board members' final reports. After this, the new Board will develop an action plan for its year. By July, the Board will ensure that management is provided with this action plan. Subsequently, Managers will perform feasibility studies on tactical commitments addressed in the action plan.

In August, the completion of the feasibility studies will allow Board members to develop project plans for their platform initiatives. These plans will include defined success metrics, which will be used to measure progress throughout the implementation of these initiatives. Furthermore, the President will report to Council as soon as possible in September on the plans that have been

developed over the summer, so as to promote accountability to both Councillors and the Long-term plan.

Also in September, the President will present to Council regarding overall progress with respect to the Long-term plan. This presentation will allow Councillors a review of the previous Board's progress and will briefly outline the upcoming year's strategic and tactical goals. The Long-term planning Committee will evaluate all project plans and initiatives with respect to the Long-term plan, and will report its findings to Council. Council will vote to accept the project plans.

October will see the implementation and communication of the approved tactics. A "State of the USC Address" should be made by the President in November. This address will be accompanied by an annual report released to all students via an Accting1 e-mail. The report and the address will focus on the USC's progress in achieving its long-term goals.

In January, the budget process will reflect all tactics, schedules and plans outlined in the Long-term plan. With February elections, the review process is repeated until this Long-term plan runs its course, at which time a new Long-term plan with a similar review process is recommended.

Strategic Commitments:

193. **The General Manager**
   Review: Yearly
   The USC recognizes the inherent difficulties for ensuring long term visioning for an organization with such high turnover.

   Consequently, the USC shall define *Built to Lead*, as the mandate of its General Manager and shall evaluate her performance based on the objectives of this plan.

Tactical Commitments:

194. **Presidential Final Reports**
   Deadline: Yearly
   The USC President shall review in full all Presidential final reports from 1965 to present prior to the end of her transition as well as all minutes of the Audit Committee of the Board.

195. **Board Minutes**
   Deadline: Yearly
   The USC President shall review the confidential and public Board minutes from at least the two preceding years prior to the end of her transition.

196. **Long-term plan vs. Project Plans**
   Deadline: Yearly
   The USC Long-term Planning Review Committee shall each evaluate the yearly project plan of the Board and evaluate its congruence with *Built to Lead*, the USC's Long-term

plan. This evaluation shall be presented to Council at the first meeting in September.

197. **Bi-Annual Reports**
Deadline: Yearly
The USC President shall submit bi-annual reports to Council in September and April of each year on the status of the Commitments contained in this report vis-à-vis their implementation.

198. **The Planning Framework**
Deadline: 2006-2007
The USC shall develop a formal Long-term planning framework.

Please refer to Appendix XI, The Planning Framework.

199. **Long-term Planning Review Committee**
Deadline: 2006-2007
The USC recognizes the need for Council to take ownership of the long-term plan.

Consequently, the USC shall have in perpetuity a Long-term planning Committee.

Please refer to Appendix XII, The Long-Term Planning Review Committee Terms of Reference.

200. **Plan Renewal**
Deadline: 2010-2011
The USC shall formally renew its long term strategic plan in 2011.

Schedule for Review

Year	Commitment	#	Responsible	Other
Yearly	Board of Governors	36	President	University Affairs
	External Leadership	50	President	University Affairs
	Lower Ancillary Fees	51	President	University Affairs
	Per-Use Fees	52	President	University Affairs
	Presidential Summits	53	President	General Manager
	Financial Reporting	93	VP Finance	Controller
	Non-Zero Budget Programs	94	VP Finance	Controller
	Gross Margin Targets	95	VP Finance	General Manager
	Risk Management	96	General Manager	General Counsel
	Vision and Budgeting	97	VP Finance	GM, Controller
	Affiliated Organization & Policy Enforcement	98	VP Finance	Controller
	Financial Transparency	99	VP Finance	Controller
	Cost-Benefit Analysis	116	General Manager	Controller
	Operational Autonomy	118	President	General Manager
	USC Management	119	President	VP Fin., GM
	Manager Plans & Presentations	120	VP Finance	General Manager
	The Living Campus Program	121	VP Student Events	Student Life
	Strategic Mandates of USC Operations	122	VP Finance	General Manager
	Operation Evaluations	123	VP Finance	General Manager
	Transportation	124	President	General Manager
	Codification of Employment Policy	143	Human Resources	General Manager
	CUPE Local 2820	144	General Manager	Human Resources
	Multi-Disciplined Managers	145	General Manager	Human Resources
	Professional Development	146	General Manager	Human Resources
	Student Employment	147	Human Resources	VP Finance
	Senior Management Salary Benchmarking	148	Human Resources	VP Finance
	Constituent Council Visits	151	President	Comm. Officer
	Direct Communications	152	Comm. Officer	President
	USC Annual Report	153	President	VP Finance
	Autonomous Media	154	President	Comm. Officer
	The City of London	159	President	University Affairs
	Fanshawe Student Union	160	President	University Affairs
	Code of Student Conduct	161	President	University Affairs
	Community Promotions	162	Comm. Officer	President
	City Zoning Applications	165	University Affairs	Services Manager
	Coffee Mug Program	169	President	Food & Beverage
	Conservation	170	VP Finance	Services Manager
	Recycled Supplies	171	VP Finance	Services Manager
	Sense of Community	181	VP Finance	Services Manager
	No-Obstruction Clause	182	VP Finance	Services Manager
	The General Manager	193	President	VP Finance
	Presidential Final Reports	194	President	
	Board Minutes	195	President	Executive Assistant
	Long-Term Plan vs. Project Plans	196	President	VP Finance
	Bi-Annual Reports	197	President	VP Finance

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06-'07	Departmental Budgets	103	VP Finance	Controller
	Investment Policy	104	VP Finance	Controller
	Financial Policies and Procedures	117	VP Finance	Controller
	Online Services	130	VP Finance	Controller
	Strategic Expansion Fund	131	VP Finance	Controller
	Interative Events Calendar	155	I/T Manager	President
	Website Navigation	156	I/T Manager	President
	University Sustainability Plan	172	VP Campus Issues	President
	Double-Sided Printing	173	VP Campus Issues	Executive Assistant
	Printing Budget Reductions	174	VP Campus Issues	Controller
	Green Fund	175	VP Campus Issues	Controller
	Green Capital Expenditures	176	VP Campus Issues	Controller
	Limited Hardcopy Circulation	177	President	Executive Assistant
	95 Agreement Renewal	183	President	General Manager
	Wave Renovations	187	President	General Manager
	The Planning Framework	198	VP Finance	President
	Long-Term Planning Review Committee	199	VP Finance	President
07-'08	Director Responsibility Training	1	President	General Counsel
	Concurrent Elections	15	President	
	Training	16	President	
	Executive Project Plans	17	President	VP Finance
	Commissioner Final Reports	18	President	Executive Assistant
	Voter Turnout	19	Comm. Officer	President
	Committees of Council	20	President	
	Invitees to Executive Retreats	21	President	General Manager
	Election Reform	22	Comm. Officer	General Manager
	Education Programming & Events	37	University Affairs	Policy Analyst
	Position Papers	48	University Affairs	Policy Analyst
	Senate	49	University Affairs	Policy Analyst
	Service Learning	54	University Affairs	Policy Analyst
	The Audit Committee	63	President	General Manager
	Collaborative Problem Solving	64	President	General Manager
	Retail Manager	89	General Manager	Human Resources
	Private Sector Benchmarking	90	Retail Manager	General Manager
	Consumer Trends	91	Retail Manager	General Manager
	Retail Strategic Plan	92	Retail Manager	General Manager
	Base Fee Freeze	105	VP Finance	Controller
	USC Foundation	106	VP Finance	Controller
	Capital Expenditure Tactical Plan	107	VP Finance	Controller
	Financial Performance Benchmarks	108	VP Finance	Controller
	Advertising & Sponsorship Policy	109	General Manager	VP Finance
	Transportation	124	VP Finance	President
	Healthy Food Options	125	VP Finance	Food & Beverage
	Student Events at The Wave	126	VP Finance	Food & Beverage
	TV Western	132	VP Finance	Media Manager
	Online Ticketing	133	I/T Manager	Comm. Officer
	BookSwap	134	I/T Manager	General Manager
	Staff Appreciation	149	General Manager	Human Resources
	Performance Measurement System	150	General Manager	Human Resources
	UCC Display	157	Services Manager	General Manager
	Alumni Relations	164	President	

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07-'08	Town & Gown Advisory Committee	166	University Affairs	President
	USC Sustainability Plan	178	VP Campus Issues	General Manager
	EnviroWestern Audits	179	VP Campus Issues	General Manager
	Renovations Referendum	184	President	General Manager
	Accessible Renovations	185	President	General Manager
	Multi-Faith Prayer Space	186	President	General Manager
	Lounge Spaces	188	President	General Manager
	Renovations Fee	189	VP Finance	Controller
	Renovations Flexibility	190	President	General Manager
	Student Art	191	President	Services Manager
	UCC Space Usage Plan	192	President	Services manager
08-09	Constituent Autonomy	2	VP Finance	President
	Awareness Programming	3	VP Campus Issues	VP Student Events
	First-Year Involvement	4	VP Finance	President
	London City Jobs	38	University Affairs	President
	Student Senators & Governors	39	University Affairs	President
	Amicus	55	General Manager	President
	Podcasting	56	University Affairs	President
	National Conferences	57	President	General Manager
	Lobby Organizations	58	University Affairs	President
	Organization Structure Review	65	President	General Manager
	USC Access Fund	110	VP Finance	Controller
	Budget-Setting	111	VP Finance	Controller
	InPrint	127	General Manager	Retail Manager
	The 'Student' Centre	128	VP Finance	Services Manager
	Non-UCC Operations	129	General Manager	President
	Conference Services	138	General Manager	Services Manager
	Operational Accountability	139	VP Finance	General Manager
	E-Commerce	140	General Manager	I/T Manager
	Locker Project	141	General Manager	Services Manager
	Undergraduate Survey	158	President	General Manager
	Community Associations	167	University Affairs	President
	Printing Budget Reductions	174	VP Finance	Controller
	Sustainability Advisor	180	General Manager	Human Resources
09-'10	Financial Aid Awareness	40	University Affairs	VP Finance
	University Policy Awareness	41	University Affairs	President
	Student Financial Aid Guarantee	42	University Affairs	President
	SOGS	59	University Affairs	President
	Alternative Associations	60	University Affairs	President
	Undergraduate Experience	61	President	University Affairs
	The Audit Committee	63	President	General Manager
	Collaborative Problem Solving	64	General Manager	President
	USC Fee Reviews	112	VP Finance	President
	Reserve Fund Fee	113	VP Finance	Controller
	Healthy Food Options	125	Food & Beverage	VP Finance
	Student Events at The Wave	126	VP Finance	Food & Beverage
	USC Front	135	VP Finance	Services Manager
	Usability Studies	142	VP Finance	
	Economic Development	163	University Affairs	President
	Garbage Removal	168	President	Services Manager

09-'10	EnviroWestern Audits	179	General Manager	Services Manager
	UCC Space Usage Plan	192	VP Finance	Services Manager
10-'11	Representative Model	5	President	General Counsel
	Residence Councillors	6	President	
	Gender Issues Awareness	7	VP Campus Issues	President
	Self-Sufficiency	115	General Manager	Controller
	Non-UCC Operations	129	General Manager	President
	Western One Meal Card	136	President	General Manager
	Liquor License	137	President	General Manager
	Undergraduate Survey	158	President	General Manager
	Plan Renewal	200	President	General Manager

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21 Writing Process & Contributors

Built to Lead was written and conceived in what is hoped is a consultative and comprehensive approach. What we lack at the USC is time, and so when writing a document of this length and importance, it is very difficult to stretch the consultation process out in any meaningful way. Summers are great for working, but there are no students; first semester everyone is back but busy; second semester there is more time, but the Board of Directors is on their way out, and lack the power they once had to affect change. In short, our organization is built in such a way that makes long-term visioning difficult. The process was as follows:

Transition
During transition in May, the 2005-2006 Board of Directors impressed upon its successors the importance of the Long-term plan and assisted us in beginning work on the document. At that time, the new Board began thinking about their long term vision and decided on the process by which they would write this document. As the document changed and grew, the plan changed with it.

Board Retreats 1 & 2
During the summer, the Board of Directors typically takes two retreats. The first of these retreats focused largely on the year-long initiatives of the Board but also built upon the work that had been done during transition. At the second retreat, the situation was reversed. Very little attention was paid to year-long initiatives and most of the weekend was spent working on parts of and making decisions for the Long-term plan.

Management Feasibility Studies
Out of the second Board retreat it became quite clear that there were several key expansion initiatives the Board of Directors wanted to pursue as part of the long-term plan. These initiatives were given to Managers at different levels of the organization to study their feasibility and to be given back to the Board with recommendations. I would consider this the most appropriate use of management, with the Board directing vision and the Managers carrying it out.

Summer Council Weekend
The summer Council meeting/retreat of the USC was the first formal input that came from Councillors of the USC. This weekend featured breakout sessions that were all parts of the Long-term plan. Many new ideas were explored as well as refining ideas the Board brought from their work in the summer.

External Research
In August, the USC was visited by no less than four other student unions. Discussions with these schools provided a great insight into where the USC was falling short of its potential. In an effort to further research what was happening at other institutions, the President and VP-Finance & Clubs visited the Alma Mater Society of UBC. The trip was successful, giving more information to be included in the plan, but also allowed the USC and AMS to form a loose working partnership that would prove beneficial all year long.

Accting1 Email #1
In mid-September, an email was sent to all students at The University of Western Ontario explaining the concept and purpose of the USC's long-term plan. Students were asked to give their submissions for ideas and the method yielded approximately 50 emails, all with very constructive ideas. In the future, a longer period of time for submissions could be given, but the experience this time around was an adequate snapshot of the first-opinion of students at-large.

G10 President's Conference
In early October, the USC President and General Manager attended a Presidential Summit in St. Catharines, Ontario, one which they helped to organize. The summit was the fallout from the collective experience of ten student associations at a national professional development conference in the summer that lacked the resources to assist large associations. The discussions in St. Catharines were perhaps one of the most beneficial experiences for the USC in developing the plan, and gave a comprehensive view of where the USC was relative to other unions and how it needed to improve.

One-on-One Manager Interviews
Built to Lead makes no apologies when considering the organizational and corporate structure of the USC. It was necessary then to consider the opinions of Managers and staff throughout the organization. During the summer, emails had been sent to all staff asking for their input into the plan. The problem was that the USC had long been an organization where employees didn't share their ideas with the Board of Directors. In a one week blitz, the President of the USC and Communications Officer in unprecedented fashion met one-on-one with all Managers of the USC and spoke candidly about the organization. It was as much to break down the barriers of communication between Board and Management as it was to write the plan.

State of the USC Address
Reviving an old practice, the USC President launched the long-term plan with a State of the USC Address to Councillors and media at a USC meeting at the end of October. The speech reflected an honest portrayal of the USC and along with the plan, put out in the open, where the USC was falling short.

1st Draft to all Students/Council
All students at UWO and Councillors were sent the first draft of *Built to Lead*, and were asked to send in their feedback. Students were invited to attend Town Halls that would take place at Residence and Faculty Council meetings throughout the subsequent month.

Final Consultations
Town Halls took place throughout a period of approximately one month. In addition focus groups were held with different identifiable groups of the USC and other student leaders. In addition, emails submissions about the plan were incorporated into the final draft.

First & Second Reading at Council
Changes to the plan were presented in detail to a meeting of Council. The plan was passed as amended at the final meeting of Council prior to the winter break to be ready for implementation in 2007.

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Contributors

<u>Primary Authors</u>

Fab Dolan, President
Aron Yeomanson, Communications Officer

<u>Secondary Authors</u>

Paris Meilleur, Vice-President Education

<u>Management Feasibility Studies</u>

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Carrie Passi, Controller
Geoff Pimlatt, IT Manager
Dan Smith, Food & Beverage Manager
Paul Tomlinson, Building Services Manager

<u>Many Thanks To:</u>

The 2006-2007 Board of Directors
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       Paris Meilleur, VP-Education
       Vicky Simanovski, VP-Student Events
       Alison Todd, VP-Finance & Clubs
       Tamara Watters, Legal Affairs Officer
       Aron Yeomanson, Communications Officer

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       Susheela Ramachandran
       Corey Smith
       Matthew Wilson
       Michael Wu

The 2006-2007 University Students' Council

The Managers and Staff of the University Students' Council

The USC Alumni Chapter

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Ryan Gilmour, VP Finance 2005-2006 and the 2005-2006 Board of Directors

The Alma Mater Society of the University of British Columbia
Kevin Keystone, President
Sophia Haque, VP-Finance

The Group of Ten Presidential Summit
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Emily Wyatt, President, University of Calgary Students' Union
Michelle Zakrison, President, Waterloo Federation of Students

Special Thanks to:

USC Staff and Managers for their hard work and acceptance of student ideals. Without you, we could not succeed.

Students At-Large for their submissions and their vote of confidence. We hope we have served you well.

21 **Appendices**

<u>Table of Appendices</u>

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I.   Executive Statements of Purpose

The President
The President of the University Students' Council exists to serve and represent all undergraduate students at The University of Western Ontario. Also acting as Chair of the Board and Chief Executive Officer, she acts to preserve the financial and corporate stability of the Corporation by overseeing the actions of the executive and management. Her duties include, but are not limited to, meeting with administration, negotiating contracts and advocating for students internally and externally. The President should embody the will of the students and the Board of Directors.

The Vice-President Campus Issues
Overseeing the Women's Issues Network, PrideWestern and EnviroWestern, the Vice-President Campus Issues provides support and promotes awareness of many pertinent non-academic issues through programming including speakers, diversity programs, LGBTQ programs, effective awareness programs, and effective wellness programs. As the campus racially, culturally, politically, and religiously diversifies, the USC, like any government, needs to demonstrate that it is not isolated from the student population but is committed to engaging, leading, being relevant, and being willing to try to unify an ever more segmented, diverse undergraduate population. In order to better achieve these goals, the Vice-President Campus Issues will further develop relationships with the Student Life Manager and the Housing ancillary service of the University.

The Vice-President Finance
The Vice-President Finance exists as the facilitator of the long-term plan. Her role is one of oversight and she must ensure that all operations, managers, executives, and affiliated organizations are maintaining the purpose of the long-term vision. She must have a keen knowledge of accounting and financial indicators and shall coordinate the efforts of students and staff to ensure they follow the long-term plan. She does this through frequent financial reporting, checks on the finances of the executive, assistance in preparing budgets that are in line with the corporate vision, and any other method she deems necessary to ensure that the USC is meeting its desired objectives. She, along with the President, is the link between the executive and management of the USC.

The Vice-President Student Events
The Vice-President Student Events exists to coordinate, develop and execute all events for students at The University of Western Ontario. Her purpose is to provide meaningful programming that focuses on educating and broadening the experiences of all students, not simply to entertain. As the campus becomes younger with the elimination of grade 13, the need for programs to help students adapt in a healthy manner to their environment has increased dramatically. This shift has also placed a greater emphasis on programming within the Clubs System. As such, student administration of the Clubs System fall under the purview of the Vice-President Student Events, who will work closely with both the Student Life manager and the Student Services Manager.

The Vice-President University Affairs
The Vice-President University Affairs exists to advocate for all undergraduate students at The University of Western Ontario on all matters related to post-secondary education. She, along with

the President, should work with external lobby organizations, and meet with members of Provincial and Federal government on a regular basis. The University Students' Council is a leader among peer associations and as such the Vice-President University Affairs must strive to embody that leadership in her external roles while expanding the advocacy role of the USC on campus at UWO. In the future, an increased focus should be placed on her relationship with the Student Development Services ancillary unit of the University.

The Communications Officer
The Communications Officer of the University Students' Council exists to coordinate and execute the communications of the USC. Reporting to and working most closely with the President, the Communications Officer develops publications, works with internal and external media outlets, and generally ensures that any and all communications the USC sends through various mediums, are consistent and reflect the opinions and vision of the organization. She must have strong technical ability and an understanding of all parts of the USC. As a non-voting officer of the Board, the Communications Officer must act in an impartial manner in carrying out her duties as assigned by the President and Board and consider the external perceptions of the USC in all decision making.

II.   Executive Responsibilities

President

Advisory Committee on Parking and Traffic Alumni Association Board Board of Directors Campus Council CASA Canadian Student Horizons Group Caucus of Student Presidents Council External Affairs Committee First Year Student Caucus Food Services Advisory Committee Internal Review Committee Second-Entry Level Programs Caucus Senior Management Committee Senate Student Caucus on Governance Senate Committee on University Planning Student Services Committee Ombudsperson Coordinating Committee Orientation Governance Board OUSA Unity Group UWO-City of London Liaison Committee	Commissioner At-Large Deputy Speaker of Council External Research Commissioner Presidential Liaison Commissioner Speaker of Council

Vice-President University Affairs

Barrier Free Access Committee Board of Directors Council Equity Programming Committee External Affairs Committee Campus Campaigns Committee SCAPA Student Caucus on Academic Affairs Student Caucus on Governance Student Development Centre Partnership Committee Teaching Awards Committee Western's Ontarians with Disabilities Act Committee	Academic Advocate Team Commissioner At-Large External Affairs Coordinator Federal Affairs Commissioner Financial Aid Commissioner First Nations Commissioner Internal Affairs Coordinator Lifelong Learning Commissioner Municipal Affairs Commissioner Provincial Affairs Commissioner Student Advocate Commissioner SCOG Commissioner Students with Disabilities Commissioner Teaching Awards Commissioner Financial Aid Commissioner

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Vice-President Finance

Accessibility Development Committee Board of Directors Board of Directors of Western Daycare Council CHRW-TV Western Board of Directors Finance Committee Financial Review Committee Long-term plan Review Committee Operations Management Committee University Advisory Caucus of Council	Commissioner At-Large Clubs Finance Coordinator Income Tax Clinic Commissioner

Vice-President Campus Issues

Health & Safety Programming Committee Media Watch President's Committee on the Safety of Women Student Roundtable on Campus Issues	Commissioner At-Large Ally Western Coordinator Campus Safety Commissioner EnviroWestern Coordinator Healthy Lifestyles (and sports) Commissioner International Student Commissioner PrideWestern Coordinator Remembrance Day Commissioner Substance Abuse Awareness Commissioner White Ribbon Commissioner Women's Issues Network Coordinator

Vice-President Student Events

Board of Directors Charity Committee Clubs Policy Committee Council Orientation Governance Board Orientation Programming Committee Orientation Staff WPAN	Charity (and Foodbank) Coordinator Clubs Coordinator Festival of the Arts Commissioner Info Team Commissioner Leadership Development Commissioner Orientation Coordinator (with Terry Fox, Shinerama and OC under Orientation) Special Events Coordinator (Homecoming and Charity Ball) Theatre Western Coordinator

Communications Officer

Advertising Oversight Committee Board of Directors	Commissioner At-Large Chief Returning Coordinator

CHRW-TV Western Board of Directors	Deputy Returning Commissioner
Communications Committee	Alumni Relations Commissioner
Council	External Promotions Commissioner
Elections Committee	Internal Promotions Commissioner
External Promotions Action Committee	Publications Commissioner
Volunteer Committee	Volunteer Commissioner

Mergers:

Former	Title/Portfolio
Food Bank & Charity	Charity Coordinator/Student Events
Sports & Healthy Lifestyles	Healthy Lifestyles/Campus Issues
Charity Ball & Homecoming	Special Events/Student Events

Terminations:

Position/Committee	Staff Responsibility
Spirit Committee	None
Clubs Commissioners	Student Services Manager
Internet Commissioner	Information Technology Manager
Clubs Programming Review Committee	InfoSource & Student Services Manager
First-Year Student Commissioner	None
Second-Entry Level Programs Commissioner	None

Transfers:

Position/Committee	From – To
Student Development Centre Partnership Committee	Campus Issues to University Affairs
Lifelong Learning Commissioner	Campus Issues to University Affairs
Ombudspersons Coordinating Committee	Campus Issues to President
Food Services Advisory Committee	Campus Issues to President
Clubs Policy Committee	Finance to Student Events
Elections Committee	Legal Affairs to Communications
Municipal Affairs	President to University Affairs
International Students Commissioner	Campus Issues to University Affairs
Students with Disabilities Commissioner	Campus Issues to University Affairs
First Nations Commissioner	Campus Issues to University Affairs
Equity Programming Committee	Campus Issues to University Affairs
Barrier Free Access Committee	Campus Issues to University Affairs

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III.   USC Policy Analyst Position Profile

Thanks to the Alma Mater Society of the University of British Columbia for this sample document.

General Accountability

Reporting through the Vice-President University Affairs and President to the Executive for day-to-day operational matters, the Policy Analyst is accountable for the general collection, examination and presentation to the Executive information that is relevant and necessary for the development of policy pertaining to post-secondary education issues.

More specifically, the employee shall:
- respond to research requests originating from the Executive,
- routinely collect information on post-secondary education from a variety of sources,
- provide constructive feedback on draft policy originating from the Executive.

The Policy Analyst will report to the Executive Assistant concerning matters relevant to the terms and conditions of employment.

Nature of Appointment

The position of Policy Analyst is a regular full-time position. The employee's performance will be evaluated by the Executive Assistant with contribution from the Vice-President University Affairs based upon personal observations and input from the President.

Responsibilities and Duties

- To collect information for the Vice-President University Affairs: the Policy Analyst should always be attentive to new sources of information, and to the cultivation of liaisons with external figures for the purpose of collecting information. ON a regular basis, the employee should be up to date on political developments at the federal and provincial level, as well as within the various communities in the University.

- To gather and collate information on issues as outlined by Constituencies. Requests from constituencies may require up to 7.5 hours per week.

- To provide critical feedback to the Executive: The employee serves the important role of providing meaningful criticism to members of the Executive, on proposals, projects and strategies that originate within the Executive. Where it is warranted, the employee may also offer advice in such areas as potential conflicts and appropriate responses to problems, crises, and other dramatic and potentially disastrous events.

- To undertake long-term or large-scale studies for the USC Executive: Reviews of government policy, background research on future services, and policy papers are but a few examples of such tasks. In the absence of any such requests, the employee may assume the responsibility for proposing research and other long-term projects to the Executive. In

either of the above cases, and for lack of better certainty, the employee is responsible – on any given project – for a) the initial study of feasibility for the project as a whole (cost, deadline, etc); b) the regular update of Executive members on work in progress; c) all research and writing required to complete the project, and; d) the final presentation of the project.

- To cultivate external communications: largely through e-mail and telephone, the employee will receive and solicit diverse requests in connection with his/her mandate.

- To provide on-hand assistance: At the request of the Executive, the employee may attend, with Executive members, conferences, meetings, workshops, etc. in the role of resources person or strategist.

- To maintain archives: the employee must keep well-filed copies of all documents of relevance to this position.

- To respond to ad hoc requests: concerns, problems and the need for information arise unexpectedly or with little warning. The employee must be able to accommodate such needs in a timely manner.

- To maintain an up-to-date master copy of the USC's Policy Manual and to ensure that updates to this manual are properly created, approved, and circulated to all Manual holders.

- To initiate research projects and respond to information requests as requested by other USC members, provided that such projects do not interfere with projects of a higher priority.

- To, at all times, maintain his/her work area and a standard of conduct that will reflect positively upon the University Students' Council and The University of Western Ontario.

- To perform other related duties as assigned by the Executive from time to time.

IV.   The Role of the General Manager

Statement of Purpose

The General Manager of the University Students' Council exists to serve and advise the Board of Directors of the Corporation. The realities of the USC are that high executive turnover and constant change make long term visioning difficult. The General Manager exists to mitigate these deficiencies, and along with the General Counsel and Senior Management, provides mentorship and training to the Board of Directors. The General Manager is first a champion of student values and second a skilled professional. The position endeavours to align all operations with the corporate mission and strategic vision and should be evaluated as such. Ultimately, the General Manager should work with the President and the Board of Directors to ensure progress towards student goals. They are neither an obstacle to management ideas, nor simply concerned with the bottom line. In short, the General Manager exists to facilitate any and all student ideas, while maintaining corporate stability and accountability to the Board of Directors.

The General Manager shall:

1. Report to and is accountable to the President;

2. Sit ex-officio, non-voting, on the Board of Directors;

3. Sit on the Senior Management Committee of the Board as Co-Chair;

4. Sit on the Management Committee of the Board as Co-Chair;

5. Attend and act as a management resource at all meetings of the Corporation;

6. Attend all meetings and act as a resource to the President as prescribed by the President;

7. Supervise and manage all full and part-time staff of the Corporation, except the General Counsel. In cases where a staff member is 'affiliated' with Presidential, Vice-Presidential or officer portfolios she manages those positions but must ensure that the respective employees report regularly to their affiliated Executive member. These employees include but shall not be limited to the:

    i.   Controller
    ii.   Entertainment Productions Manager
    iii.   InfoSource Manager
    iv.   Policy Analyst
    v.   Student Services Manager
    vi.   Executive Assistant;

8. Direct the Human Resources Manager to make the President aware of all human resource grievances filed against the Corporation;

9. Control and direct all operations of the Corporation as directed by the President and Board and the long term plan;

10. Assist in the preparation of the goals of the corporate budget and multi-year financial plans in conjunction with the Vice-President Finance, President and Controller;

11. Assist in the preparation of financial and personnel policies, general procedures and such other policies and procedures essential for the continuing management of the corporation in the spirit of the purpose of the position and the values of the Corporation as directed by the Board;

12. Maintain financial controls for the Corporation so as to support the continuing exercise of the fiduciary obligations of the Corporation;

13. Conduct long term studies and prepare plans to ensure the forward development and continuity of the Corporation to meet the commitments as set out in the USC's long-term plan;

14. Supervise the preparation and maintenance of contracts for the corporation;

15. Under direction of the President, and in co-operation with other managers, mentor and provides training for incoming Board members and officers of the Corporation so as to facilitate continuity and effectiveness in the conduct of their functions;

16. Coordinate research and position papers on the range of issues which the Corporation may confront from time to time;

17. Maintain internal and external contacts essential for the ongoing function of the Corporation;

18. Participate in such external organizations which complement the corporate aims of the Corporation as deemed necessary by the Board;

19. Generally provide advice on any elements of the Corporation;

20. Foster a positive work environment for all full-time and part-time employees;

21. Encourage senior managers to be innovative and bring forward new ideas to the General Manager, President and Vice-President Finance at the senior management level, even if those ideas are contrary to those of other Managers or the Executive;

22. Promote student values in all operations and to all managers of the Corporation;

23. Ensure that commitments and schedules of the Corporation's long term plan are being met;

24. Make the President aware of any differences of opinion she might have with a Manager of the Corporation. Where the President is unable to resolve the matter, it shall be referred to the Board of Directors for resolution;

25. Be responsible for recommending tactical revisions to the long term plan and presenting alternatives to the President and Board if financial conditions are unfavourable to the strategy;

26. Such other duties as may be assigned by the President or the Board.

V.	The Role of the General Counsel

Statement of Purpose

The General Counsel of the University Students' Council exists to serve and advise the Board of Directors of the Corporation. The realities of the USC are that high executive turnover and constant change make long-term visioning difficult. The General Counsel exists to mitigate these deficiencies, and along with the General Manager and Senior Management, provides mentorship and training to the Board of Directors. The General Counsel is first an advisor to the President and Board, appraising a wide variety of legal matters affecting corporate operations and campus issues. The position endeavours to align all decisions with the corporate mission and strategic vision and should be evaluated as such. Ultimately, the General Counsel should provide professional support to the President/CEO, the General Manager, and the Board of Directors to ensure progress towards student goals is achieved in a responsible manner with limited liability. General Counsel is neither an executer of corporate initiatives, nor simply concerned with providing legal advice. In short, the General Counsel exists to provide cohesive and comprehensive legal decision-making for any and all student ideas, while being accountable to the Board of Directors.

The General Counsel shall:

1. Report to and is accountable to the President;

2. Sit ex-officio, non-voting, on the Board of Directors;

3. Sit on the Senior Management Committee of the Board;

4. Sit on the Management Committee of the Board;

5. Attend and act as a legal resource at all meetings of the Corporation;

6. Attend all meetings and act as a resource to the President as prescribed by the President;

7. Direct the Human Resources Manager to make the President aware of all human resource grievances filed against the Corporation;

8. Maintain risk management and liability controls for the Corporation so as to support the continuing exercise of the fiduciary obligations of the corporation;

9. Prepare and maintain contracts for the corporation;

10. Under direction of the President, and in co-operation with other managers, mentor and provide legal and governance training for incoming Board members and officers of the Corporation so as to facilitate continuity and effectiveness in the conduct of

their functions;

11. Participate in such external organizations which complement the corporate aims of the Corporation as deemed by the Board;

12. Make the President aware of any differences of opinion she might have with a Manager of the Corporation. Where the President is unable to resolve the matter, it shall be referred to the Board of Directors for resolution;

13. Provide legal services and advice to the President and the General Manager of the Corporation in the conduct of business;

14. Assess the legal impact, obligations and liabilities arising from activities involving the Corporation and its constituent stakeholders;

15. Receive, review and initiate requests for legal interpretation or assistance for Managers on a wide variety of legal matters including access to information, administrative law, dispute resolution, human rights complaints, labour relations, lawsuits and opinion letters;

16. Evaluate and draft legal specifications and conditions of contracts, leases, affidavits and other agreements involving the Corporation, this will include a primary responsibility to assist the President and the General Manager in negotiating the renewal of the UCC Occupancy Agreement with The UWO;

17. Approve, as to form, documents requiring the seal of the Corporation, and at the request of the President and General Manager, examine other documents that commit the Corporation to enter into obligations, joint efforts, or cooperative activities that affects the Corporation's interests legally;

18. Act on behalf of and with the authority of the Board or the President in instructing counsel retained by the Corporation;

19. Review and approve all legal bills for payment;

20. Consult with the University's solicitor(s);

21. Be responsible for legal brokering, liaising and coordinating activities where The Corporation is a principal in a legal action or transaction, or other on-campus undertaking;

22. Review legal and other literature to remain current with developments that may affect the Corporation, its constituents or campus and student affairs generally. Prepare briefing materials for the President and the General Manager to alert them to emerging and controversial issues;

23. Provide advice to the President and de facto the Board on the University's implementation of the Code of Student Conduct and the University's Alcohol Policy;

24. Cultivate an effective working relationship with administrative staff and officials of The University of Western Ontario;

25. Maintain knowledge of, and communication channels for, the timely exchange of information about projects, activities and issues relevant to the Corporation;

26. Provide advice, analysis and professional support to the President, Senior Management and Operations Management on matters requiring the interpretation or application of existing Corporate or University policies and procedures;

27. At the request of the President, assist in the formulation of a Corporate response to the implementation of University policy where it relates to the Corporation or campus affairs generally;

28. Provide advice and counsel to the President and Human Resources Manager on Human Resource Policy Development;

29. Study, analyze and assess key issues and goals requiring policy development;

30. Draft and update the Corporation's governing documents, including by-laws, policies and procedures, and documents;

31. Provide advice, recommendations and guidance on interpretation of any collective agreement(s);

32. Participate in the development and implementation of negotiation strategies;

33. Assist the President, the General Manager and the Vice-President Finance with preparation for collective bargaining with Union Local 2820 (C.U.P.E.);

34. Sit as a member of the Collective Agreement Negotiation Committee when the Committee convenes;

35. Such other duties as may be assigned by the President or the Board.

Reports to: President
Education: B.A., LLB

VI.   The Role of the Controller

Statement of Purpose

The Controller of the University Students' Council exists to serve and advise the Board of Directors and General Manager of the Corporation. The realities of the USC are that high executive turnover and constant change make long term visioning difficult. The Controller exists to mitigate these deficiencies. The Controller is first an advisor to the Vice-President Finance and Board, appraising a wide variety of financial matters affecting corporate operations and second a skilled professional. The position endeavours to align all financial decisions with the corporate mission and strategic vision and should be evaluated as such. Ultimately, the Controller should provide professional support to the President, the VP Finance, the General Manager and the Board of Directors to ensure progress towards the financial goals of the organization. They are neither an executer of corporate initiatives, nor simply concerned with providing financial advice. In short, the Controller exists to provide cohesive and comprehensive financial decision making for student initiatives, while maintaining the financial stability of the Corporation.

The Controller shall:

1.   Be accountable to the General Manager and also report to the Vice President Finance;

2.   Sit on the Senior Management Committee of the Board;

3.   Sit on the Management Committee of the Board;

4.   Attend and act as a financial resource at all meetings of the Corporation;

5.   Attend all meetings and act as a resource to the General Manager as prescribed by the General Manager and VP Finance;

6.   Prepare and administer the annual corporate budget and multi-year financial plans in conjunction with the VP Finance and General Manager;

7.   Develop and review departmental and governmental budgets;

8.   Present initial annual budget to the Board of Directors;

9.   Monitor actual to budgetary results for the Corporation;

10. Investigate and initiate corrective action to deal with significant variances in budgetary spending with appropriate Mangers in conjunction with VP Finance;

11. Report significant variances in budgetary spending to the VP Finance and General Manager;

12. Prepare monthly financial reports and summaries of management information for managers and co-ordinators within the Corporation;

13. Review and approve all capital expenditure request in conjunction with the VP Finance;

14. Assign work and supervise the activities of the finance department;

15. Orient, coach, prepare and conduct performance evaluations for employees of the Finance Department;

16. Control the issuance of Purchase Orders in conjunction with the VP Finance;

17. Monitor the cash flow of the Corporation;

18. Coordinate all banking arrangements, analyze borrowing options and make financial recommendations to the VP Finance, the President, the Board and the General Manager;

19. Plan and facilitate external auditor activities including the preparation of schedules;

20. Conduct internal audits of inventories, costing systems and financial systems;

21. Review and negotiate commercial liability insurance contract annually;

22. Review and approve full time payroll;

23. Sit on the Finance Committee as a non-voting member;

24. Have financial signing authority for the Corporation;

25. Prepare and administer financial policies for the Corporation;

26. Maintain financial controls for the Corporation so as to support the continuing exercise of the fiduciary obligations of the corporation;

27. Conduct financial studies and prepare financial plans to ensure the forward development and continuity of the Corporation to meet the commitments as set out in the USC's long term plan;

28. Participate in such external organizations which compliment the corporate aims of the USC as deemed by the Board;

29. Foster a positive work environment for employees of the finance department;

30. Maintain the financial commitments of the USC's long term plan;

31. Recommend tactical financial revisions to the long term plan.

VII. The Capital Expenditure Process

1. Operation managers review their operations and submit capital expenditure requests to the Vice-President Finance
(any purchase that will be expensed over time and over $1,000).

2. The requests are reviewed by the VP Finance, Controller and General Manager.

3. VP Finance Compiles Recommendation to the Board. Only 75% of the money shall be expensed for the 'September' round of purchases.

4. Board Approves List.

5. The budget for the line is included in the formal budget approved by Council at the first half of the Annual General Meeting in February.

6. In December, the Board decides whether to open a new round of capital expenditures or use the money for alternative purposes.

7. If they do, the same approval process is followed.

8. If they don't, the money is used for other purposes.

9. If requests come in after this 'formal' process, they go to the board.

VIII.   Hiring Panel Composition & Performance Reviews

Performed By:	Employee:
President Vice-President Finance General Manager	H/R Manager
President Outgoing President Outgoing Communications Officer H/R Manager	Communications Officer
Board of Directors	General Manager
Board of Directors	General Counsel
General Manager President Vice-President Finance H/R Manager	Controller
General Manager President H/R Manager	Retail Manager Food & Beverage Manager Services Manager Media Manager
General Manager Vice-President Finance H/R Manager Retail Manager	InPrint Manager Mustang Alley Manager Purple Door Manager Used Book Store Manager Postal Outlet Manager Western Film Manager
General Manager Vice-President Finance H/R Manager Food & Beverage Manager	Spoke Manager Wave Manager Kitchen Manager
General Manager Vice-President Finance H/R Manager Services Manager	Reservations Manager Student Services Manager
General Manager Vice-President Finance Vice-President Student Life Services Manager H/R Manager	Entertainment Productions Manager
General Manager Vice-President Finance Services Manager Communications Officer H/R Manager	InfoSource Manager

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General Manager Vice-President Finance H/R Manager Media Manager	CHRW Manager Gazette Composing Manager Advertising Manager
President General Manager H/R Manager	Executive Assistant
President VP Student Life H/R Manager Student Life Productions Manager Outgoing Orientation Coordinator	Orientation Coordinator
President VP Student Life General Manager	Sustainability Advisor
President VP University Affairs General Manager	Policy Analyst
H/R Manager Supervising Manager	Staff

*Note: All Management hiring must be approved by the Board of Directors.

Performance Reviews:

Performed By:	Employee:
President	General Manager General Counsel Communications Officer
General Manager President (must co-sign)	Retail Manager Food & Beverage Manager Services Manager Media Manager
Retail Manager General Manager (must co-sign)	InPrint Manager Mustang Alley Manager Purple Door Manager Used book Store Manager Postal Outlet Manager Western Film Manager
Food & Beverage Manager General Manager (must co-sign)	Wave Manager Spoke Manager Kitchen Manager

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Services Manager General Manager (must co-sign)	Reservations Manager Student Services Manager
Media Manager General Manager (must co-sign)	CHRW Manager Gazette Composing Manager Advertising Manager
General Manager Vice-President Finance (must co-sign)	I/T Manager H/R Manager
Supervising Manager	Staff

Exceptions Due to Board Affiliations

Performed By:	Employee:
General Manager Vice-President Finance (must co-sign)	Controller
Services Manager Vice-President Student Life (must co-sign)	Entertainment Productions Manager
Services Manager Communications Officer (must co-sign)	InfoSource Manager
Vice-President Education Executive Assistant	Policy Analyst
President General Manager	Executive Assistant

*Note: The General Manager and President are responsible for reviewing ALL performance evaluations. The General Manager will act as institutional memory pertaining to performance evaluations.

IV.   <u>Board Committee Composition</u>

<u>Senior Management Committee</u>

President (co-chair)
General Manager (co-chair)
Vice-President Finance
Controller
General Counsel
Service Manager
Food & Beverage Manager
Retail Manager
Media Manager
I/T Manager

<u>Operations Management Committee</u>

Vice-President Finance (co-chair)
General Manager (co-chair)
InPrint Manager
Mustang Alley Manager
Purple Door Promotions Manager
Used Book Store Manager
Postal Outlet Manager
Western Film Manager
Wave Manager
Spoke Manager
Kitchen Manager
Reservations Manager
Entertainment Productions Manager
InfoSource Manager
Student Services Manager
CHRW Manager
Advertising Manager
Gazette Composing Manager
Executive Assistant
H/R Manager
I/T Manager

 X.   Strategic Mandates of USC Operations

InfoSource - To enhance the undergraduate student experience by providing information on student and campus events and handling the administration of important USC services such as the bus pass, health plan and clubs system, while promoting student employment by offering students rewarding and flexible part-time positions.

InPrint - To enhance the undergraduate student experience by providing high-quality, affordable printing and graphic design services to individual students, student groups, and faculty, while promoting student employment by offering rewarding and flexible part-time positions.

Mustang Alley - To enhance the undergraduate student experience by providing the convenience of an on-campus variety store offering worthwhile products at affordable prices, while promoting student employment by offering rewarding and flexible part-time positions.

Postal Service - To enhance the undergraduate student experience by providing the convenience of an on-campus Canada Post outlet, while promoting student employment by offering rewarding and flexible part-time positions.

Purple Door Promotions - To enhance the undergraduate student experience by promoting a greater degree of school spirit and belonging by providing student groups with affordable promotional items and uniforms with a special emphasis on quality and functionality.

Reservations - To enhance the undergraduate student experience by handling the administration and allocation of space within the University Community Centre, focusing strongly on adhering to the ideals of the University Students' Council and ensuring that student groups are given priority and adequate assistance in obtaining high- quality space in which to promote student initiatives.

The Spoke - To enhance the undergraduate student experience by providing comfortable lounge space, high-quality affordable food, and adequate space and assistance in accommodating student events, while promoting student employment by offering rewarding and flexible part-time positions.

Used Book Store - To enhance the undergraduate student experience by promoting fiscal responsibility through providing the opportunity to buy and sell necessary educational texts, while promoting student employment by offering rewarding and flexible part-time positions.

The Wave - To enhance the undergraduate student experience by providing high-quality, affordable food and adequate space and assistance to successfully accommodate student events, while promoting student employment by offering rewarding and flexible part-time positions.
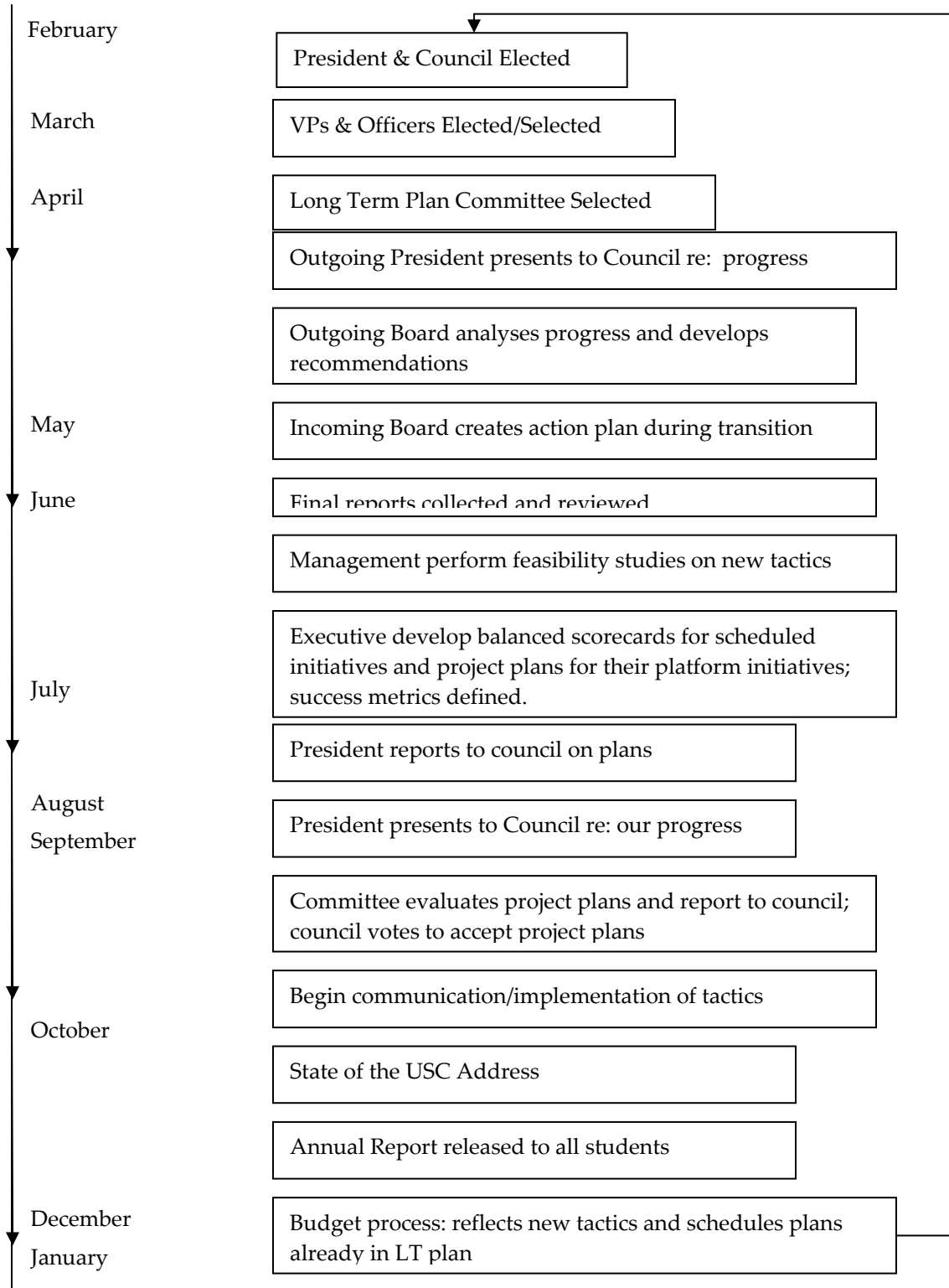
Western Film
To enhance the undergraduate student experience by providing affordable, popular, and thought-provoking entertainment in a professional and high-quality setting, while promoting student employment by offering rewarding and flexible part-time positions.

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XI.   The Planning Framework

February	President & Council Elected
March	VPs & Officers Elected/Selected
April	Long Term Plan Committee Selected
	Outgoing President presents to Council re: progress
	Outgoing Board analyses progress and develops recommendations
May	Incoming Board creates action plan during transition
June	Final reports collected and reviewed
	Management perform feasibility studies on new tactics
July	Executive develop balanced scorecards for scheduled initiatives and project plans for their platform initiatives; success metrics defined.
	President reports to council on plans
August September	President presents to Council re: our progress
	Committee evaluates project plans and report to council; council votes to accept project plans
	Begin communication/implementation of tactics
October	State of the USC Address
	Annual Report released to all students
December January	Budget process: reflects new tactics and schedules plans already in LT plan

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XII.　　The Long-term Planning Review Committee Terms of Reference

(1)　The Long-term planning Review Committee shall:

　i.　Be composed of:

　　a.　the Vice-President Finance and Clubs, *ex-officio*, as chairperson;

　　b.　the President, *ex-officio*, as vice-chairperson;

　　c.　four (4) members of Council, one of each representing:

　　　(a)　an affiliate college;
　　　(b)　a faculty Council;
　　　(c)　a residence; and,
　　　(d)　a professional school;

　　d.　the USC General Manager, *ex-officio*,

　　e.　three (3) students of the University who are not members of Council;

　ii.　Provide a forum for continuous review and analysis of the progress made on the initiatives established by the Long-term plan;

　iii.　In consultation with the Board, ensure that the Corporation is adhering to the scheduled timelines as established by the Long-term plan to accomplish the initiatives;

　iv.　Make a presentation to the Board and the presentation shall include:

　　a.　a summary of the progress that has been made in adhering to the timelines as established by the Long-term plan;

　　b.　a discussion of the challenges that the Corporation faces or may face in meeting the timelines as established by the Long-term plan;

　　c.　specific recommendations regarding possible modifications to the Long-term plan.