



AGENDA REPORT TO BOARD OF DIRECTORS

MEETING DATE: January 16TH, 2014

Item:	Management Activity Report
Presenters:	Cathy Clarke, General Manager Managing Directors
Purpose of Report:	For Information
Item #:	7 d)

Recommendation:

That the Board of Directors receive this report for information.

Background:

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

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

General Manager:

1. Corporate Oversight of Financial and Human Resource Investments

- Budget development work; *budget draft complete inclusive of all wants/needs as we know them, on schedule for Council, Board and Committee presentations*
- Human resource audits of paid and unpaid staff (AVP, intern and volunteer resource programs); *awaiting Union, legal feedback on budget triggered HR changes, Board will be informed when sign off needed*
- Requisite department reorganizations, growth plans; *as per budget requirements*
- Adherence to existing codes, contracts, policies; *on track, those requiring Board approval will be presented to Board as required (annual amendment and/or update basis)*

2. Team Development with and Dynamic Management of: *ongoing*

Note: Staff engagement survey will be going out to all paid/unpaid staff January, results will be presented to Board for information. Mid-year Performance Reviews on direct reports due January end)

- Managing Directors
- Human resource function
- Executives
- Committees
- Staff, managers and union
- Students at large

3. Strategy and Policy Work

- Peer Support Network
- *Campus Trust, will be working on staff Health Plan options as will be a part of upcoming CBA negotiations*
- *The Gazette, business plan to be presented to Board by EIC, financial plan presented to Council for debate as part of draft budget*
- Multi-faith Solutions, *done*
- London Transit Commission, *ongoing*
- Wellness Centre, dentist has signed are awaiting designs for construction, will be *recruiting more relevant wellness providers for available space, (\$s reflected in budget)*
- Governance work, *updated strategic plan on schedule to be presented in conjunction with draft budget*
- Collective Bargaining Agreement *negotiation prep to begin in earnest*

4. Mentoring and Advisory Capacity:

- Organization-wide

Managing Director, Corporate and Financial Resources:

1. Accounting Department

- Implementation and ongoing continuous improvement of accounting procedures with a goal of improving efficiency and effectiveness.
- Continuous review and solution identification for identified gaps in financial policies, procedures and processes.
- Reviewing of full time payroll to ensure accuracy and completeness
- Onboarding of a new Accounting Manager.
- Staying apprised of ongoing changes and updates to accounting standards for non-profit organizations.
- Provision of senior level advice related to accounting matters. including coordination with legal counsel when necessary.
- Responsible for the accounting for Radio Western

2. Finance Department

- Budget submissions from managers have all been reviewed and we have begun our in-depth discussions and analysis on the individual department results as well as the overall picture for the USC
- Draft student fee schedules have been drafted and reviewed
- Working on pulling the narrative together for both the government side of the organization as well as the operational side
- Also working on putting together the three year budget for review and analysis
- Preparing information as required from VP Finance for January 28th Council meeting (first look into key areas of the 2015/2016 budget)

3. Risk Management / Compliance Department

- Continued efforts within the department to review all club constitutions to ensure lack of duplication
- Continue to work with insurance company and the underwriters to streamline processes and procedures for the department
- Working with insurance company to ensure that the activities of the Peer Support centre are done in a manner that does not expose the USC in terms of liability. Also working to ensure that where liability risk exists, the USC has options available that will help to mitigate that risk.

4. Promotions Department (new!)

- Working with Human Resources and existing resources to create a new department for the USC that will be in charge of all USC promotions
- Member of the strategic team responsible for determining how this new department will fit into the existing structure of the USC and what changes to existing structures will need to be made in order to set the department up for success

5. Leadership

- Six out of eight finance and compliance team members are new to their roles: a new controller, a new manager, and four new support staff. This requires a high degree of attention, coaching and mentorship on behalf of the Managing Director.
- Ongoing support and mentorship for Executive members and their teams.
- Participation in the strategic planning process.
- Ongoing special projects and initiatives as assigned by the GM.

6. Other

- Works with Gazette Publishing Committee to create a business plan for the department. Have continued to work closely with the Gazette on their budget submission and student fee requirements.
 - i. Responsible for the mentoring of the business modelling for this unit
 - ii. Responsible for ensuring that their “voice” and “needs” are heard within the overall USC budget framework
- Sits as a member of the UCC Coordinating Committee for the organization
- Ongoing continuous improvement of Creative Services with a goal of improving efficiency and effectiveness.

Managing Director, Government Services:

1. Internal Governance Processes and Supports

- Assisting with the Council composition review.
- Assessing legal risk and necessary corporate governance changes related to CHRW and USC relationship.
- Establishing appeals committee and coordinating the hiring of the committee.
- Administering Board of Directors hiring process.
- Supporting Council's legislative agenda and processes, including training, process management, and policy development.
- Advice and support regarding potential fee referendums and supporting Councillors with their questions and initiatives.
- Onboarding of a new Council Services Coordinator and a new Manager of Government Services.
- Ongoing advice related to governance matters, including coordination with legal counsel when necessary.
- Advising re: legislative processes related to potential changes to Executive Officer mandates and job descriptions.

2. Advocacy and External Relations

- Ongoing strategy support for advocacy agenda, with a focus on relationship development with the new City Council.
- Supporting development of policy papers, issues briefs.

3. USC Supported Media

- Continued work with Gazette Business plan with Editor in Chief and Publishing Committee.
- Relationship building and mentorship of Gazette Front Office.
- Finalizing public release of McKenzie-Lake investigation re: the Frosh Issue.
- Continued management of impacts of CRTC regulations on USC-USC relationship.

4. Leadership

- Working with departments to finalize budget proposals and plans, and working with the senior team on overall budget.
- Creation of a framework for new strategic plan.
- Almost the entire governance team are new to their roles: a new manager, and two new support staff. This requires a high degree of attention, coaching and mentorship on behalf of the Managing Director.
- Ongoing support and mentorship for Executive members and their teams.
- Ongoing special projects and initiatives as assigned by the GM.

Managing Director, Facilities and Operations

1. Development of Exec Support through PMO processes and staff

- Training and mentorship of PMO assistant
- Adoption of paperwork and requisition process
- Creation of cataloguing and lot filing for all projects

2. Food and Beverage/WF

- Mentorship and direction on business modeling
- Staffing dynamics and re-org
- Business Planning for Western Film
- Budgeting and re-org assessment for future
- Relaunch assistance and direction
- Acquisition of license for the operation

3. IT

- Website project
- Elections process and investigation
- Corporate wide focus on work flow and support for day to day
- Online ticketing portal assessment

4. Productions

- Facilitation of events and working groups to produce events
- Direction on billing and accounting process for events

5. Building/Reservations

- Space usage
- Customer service interface and providing more service for less
- Technology integration

6. Renovations

- 340 suite
- McKellar
- Productions and storage areas in the conference/event support hallway
- Digital signage
- Office updating
- Finance area Refurb

7. Project Management – Support on;

- Homecoming
- Strategic Plan
- Multifaith/PSC space
- Gazette project
- See attached project registry for list of smaller projects supported

8. Promotions

- Integration of new interns
- Growth of the staff support
- Process and metrics on usage and requisition
- Business planning (way forward)

Attachment:

Executive Officer project charter is also attached. Each year management works with the Executive to prioritize projects; corporate resources are assigned to complete those projects.

This process is followed to ensure that the organization can fulfil day to day responsibilities, while also providing support to the Executive to get their initiatives implemented.

Sign-Offs:

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