



AGENDA REPORT TO BOARD OF DIRECTORS

MEETING DATE: October 16th, 2015

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| Item: | Management Activity Report |
| Presenters: | Cathy Clarke, General Manager Managing Directors |
| Purpose of Report: | For Information |
| Item #: | 7.2 |

Recommendation:

That the Board of Directors receive this report for information.

Background:

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

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

General Manager:

- 1. Corporate Oversight of Financial and Human Resource Investments**
- 2. Team Development with and Dynamic Management of: *ongoing***
- 3. Strategy and Policy Work**
- 4. Mentoring and Advisory Capacity**

Managing Director, Finance and Administration:

- 1. Accounting Department**
 - *Ongoing accounting/administrative support to USC and Radio Western*
 - *Continued cross-training of staff to ensure depth and efficiencies*
 - *Management of increased workload due to heavier work volumes associated with September return of students*
 - *Accounting support to senior management in preparation for budget season*
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- 2. Finance Department**
 - *Successful completion of clubs and faculty council training; using both the newly created training video and original lecture-style presentations*

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

3. Risk Management / Compliance Department

- Consults with Senior Manager Financial Services on high risk club events
- Implementation and ongoing continuous improvement of risk management procedures with a goal of improving efficiency and effectiveness for clubs and faculty councils.
- Negotiates and administers corporate insurance policy with insurance provider
- Coordination with legal counsel as necessary
- Coordinates completion of CRTC regulation documents for Radio Western
- Responsible for providing insurance advice with respect to club and faculty council events
- Completion of a new on-line training video for clubs, allowing clubs ongoing access to the material
- New Voluntary workshops for clubs with special interests (i.e. travel, fundraising, alcohol events)
- Ongoing administration of USC and Western policies and best practices when reviewing club/faculty council event proposals to ensure compliance and mitigate risk
- Ongoing improvement of compliance procedures to improve efficiency and effectiveness for clubs and faculty councils

4. Leadership

- Ongoing support and mentorship for Executive members and their teams.
- Participation in the strategic planning process.
- Ongoing special projects and initiatives as assigned by the GM.

5. Other

- Works with Gazette Publishing Committee to create a business plan for the department.
- Sits as a member of the UCC Coordinating Committee for the organization
- Ongoing continuous improvement of Creative Services with a goal of improving efficiency and effectiveness.
- Oversees Creative Services
- Consults with Senior Manager Promotions and Commercial Partnerships on the growth and development of the Promotions Department

Managing Director, Government Services:

1. Governance

- Continuing to support the Secretary-Treasurer's 'Operation Overhaul,' including the establishment of cyclical policy review and a gap analysis of Board policies.
- Supporting other governance priorities of the Executive.
- Council Services Officer and Manager, Advocacy and Government Services are involved with supporting the Board for the first time, so they're on a learning curve and are going fantastic work.

2. Advocacy Services

- Supporting capacity building in Federal advocacy.
- Post-homecoming relationship building, with a focus on enhanced community development in near campus neighbourhoods.
- Transit is a priority as the city comes close to making decisions related to Rapid Transit.

- *Local advocacy week planning, which involves meetings with MPs, MPPs, the Mayor and City Councillors.*
- *Supporting the establishment of federal advocacy capacity in the wake of our withdrawal from the Canadian Alliance of Student Associations.*

3. Legislative and Executive Services

- *Working with Secretary-Treasurer to enhance Board governance processes; attended a two-day seminar regarding current best practices in Board governance, and will be looking to implement what we learned.*
- *Supported the Secretary-Treasurer with 'Operation Overhaul,' which is a major revision of our By-Laws and Policies.*
- *Supported Executive transition, including the implementation of training and development sessions and assisting with team priority setting.*

4. Human Resources

- *Adjusting to a temporary staffing model after the departure of the Manager, Volunteer Resources. We have seconded a union employee temporarily into a management role until we re-evaluate the staffing needs in the department.*
- *Successful 50th Anniversary Celebration for the USC - lots of former USC Execs came back, and we're confident we've got a springboard to grow our engagement with alumni to help support our Student Development Program and other priorities.*
- *Developing a maternity leave plan for our Executive and Alumni Services Officer, who will be going on Maternity Leave in February. Worked with Manager to develop a vision for Volunteer Resources and the establishment of enhanced training program for Executive members, student staff and volunteers.*

Volunteer Services

USC Alumni Relations

- *USC 50th Anniversary celebration on September 26th includes a tour, social event and concert*
- *Concerted effort over the last 6 months to connect, communicate and receive feedback from USC Alumni*
- *Planning 2 events before fiscal year end to increase awareness and garner support for the USC Endowment Fund*
- *Alumni provides foundation of student development programs in facilitating sessions and providing training*

Health & Safety

- *Continued improvement of Health & Safety policies and procedures, most notably the Harassment, Discrimination and Violence Prevention Policy and creation of an accompanying procedure.*
- *All student Interns, Associate Vice-Presidents, Coordinators, Part-time and Full-time Employees are currently receiving Health & Safety Training*

Labour Relations

- *Collective Bargaining scheduled for October 19th, 21st and 23rd*
- *Working with the union to facilitate secondments for union employees to take on more responsibility in management roles*

Staff Engagement

- *New internal communication website and recognition initiatives in response to staff engagement survey*
- *Senior Leadership Team created in response to request for more visible and effective leadership.*

Recruitment

- *Investment in LinkedIn career page and recruiter seat to take a proactive approach to recruitment*
- *Launching recruitment strategy for full-time and student roles*

Student Development

- *Partnering with Student Success Centre to increase awareness of student opportunities*
- *Development sessions schedules for students at all involvement opportunities within the USC including Council, Board, Coordinators, Interns/AVP's and Executive*
- *All development sessions will qualify for recognition under the Western Co-curricular Record criteria*

5. The Gazette

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

Managing Director, Facilities and Operations

2. Development of Exec Support through PMO processes and staff

- *Several meetings and follow up support for the Exec on their initiatives*
- *Tracking Sheets, Charters, Registry*
- *Further development of project process over the summer as well as project coordinator*

3. Food and Beverage/WF

- *Wave management re-org and cross-training to cover site managers maternity leave in March*
- *Re-work of menus in both Spoke and Wave to be more student focused in the Wave and Speed up wait times in the Spoke*
- *Continued execution of WF business plan. Full implementation of new rental policies and student focused pricing & marketing package*
- *Focus on revamping student staff training for better operational & safety focus*

4. IT

- *eCommerce portals - \$110,000+ in sales for September. New sites for OHM Fashion show, Students with Disabilities Health Plan opt-in, SERT*
- *Web – troubleshooting calendar / Facebook Event integration; new sites for Imagenus, Peer Support, USC Alumni, Club Training; multiple volunteer opportunity postings.*
- *Cineplex Digital Networks - follow-up meeting and proposal received. To be discussed at next Senior Leadership meeting.*

- HOCO – managed and reconciled 7,000 online ticket sales at \$250,000 gross.
- Computer issues – replacement Greyhound system at Mustang Central, configured new Paymentech terminals ensuring we remain compliant with Western’s new requirements for POS systems, multiple MS Office authentication resets.
- Elections – created and managed 4 Affiliate and Faculty elections using the new SimplyVoting system.
- Clubs Week – Reconcile 7,000+ club registrations at \$90,000 from manual registrations, track and manage on-going ecommerce signups of another 7,000 registrations and \$90,000 to date.
- Training sessions for HR, Wave and Spoke staff on using Google calendars

5. Productions

Orientation week – Through-out campus – includes pre-orientation rallies (alumni hall) /Mainstage events on UC Hill temporary venue.

Tuesday Sept 8 to Saturday Sept 12:

All events well attended (5-7000 FYS) highlights include – Danni (EDM DJ event) / One Love hosted by Jessi Cruickshank featuring Dan Choi, Shane Koyczan, Sarah Smith, Trey Anthony / **Walk Off the Earth / Lights**

Concrete Beach events – Monday Sept 7 – Saturday Sept 12

Highlight new starlight stage event Friday night. One Love Debrief hosted by Nova Browning Rutherford.

Wave Event – Sept 17 – Tony Lee

Beerfest – Concrete Beach Sept 23

Homecoming – UC hill temporary concert venue - Sept 26 - 2 large scale concert events – DVBBBS (Student focused EDM DJ event) in the morning / Our Lady Peace w. Sloan (Alumni focused Rock show)

Upcoming confirmed – Stevie Starr (Americas Got Talent 2015 4th Place winner) – Wave Oct 22 / 3LAU (EDM DJ event) – Mustang Lounge Friday Nov 13th

Haunted House planning underway – event in Mustang Lounge Oct 26 – 28 – house build begins week previous.

- **Charity Ball planning underway** – event in Mustang Lounge January 30 – Theme: Aura

6. Building/Reservations

- Planning and coordination to combine Western Connections and Mustang Central
- Planning and coordinating to combine the 2 sets of staff
- Training and development of new leadership in the department to be able to manage the departments.
- Maintenance of building spaces and furniture

7. Renovations

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

8. Leadership

- Exec transition; strengths finder, MBTI, support and learning
- Orientation Strategic Plan Project support
- Strategic Planning with Senior Leadership/Exec

- *Advising and Mentoring where needed or required*

9. Promotions and Commercial Partnerships

Universal Bus Pass

- *Alongside the General Manager and the USC President, collaborating with FSU and SOGS to negotiate a new contract with LTC. Current contract expires August 31, 2016.*
- *Continuous review of program to identify gaps and create greater efficiencies.*
- *Enforce usage policy and maintain the integrity of the program.*
- *Ongoing training of the Coordinator, Student Benefits.*
- *Collaborating with UWO and LTC to implement Smart Card usage.*

Student Health/Dental Plan

- *Continuous monitoring of the plans' usage to ensure adequate funding balance between premiums collected and claims paid.*
- *Train and monitor the progress of the Coordinator, Student Benefits.*
- *Monitor claim usage to identify trends.*

Promotions Department

- *Intergrade promotions team within the USC's mission.*
- *Onboarding the Promotions Manager.*
- *Seek out opportunities for student interns.*
- *Staff support and growth.*
- *Business plan—future outlook.*
- *Develop metrics to assess departments progress.*

Sponsorship Program

- *Develop and implement a sponsorship program that is in line with USC policies and UWO regulations.*
- *Collaborate with USC Sales Representative and other stake holders to assess the value of gaining access to campus.*
- *Business plan—future outlook.*

Purple Store

- *Continue to look for products that distinguishes us from the Book Store; keeping COGS and expenses to a minimum in order to maintain competitive pricing.*
- *Seek out ways to enhance the part-time staffs' (students) experience.*

Late Night Busing (Mustang Express)

- *Continuous collections of ridership data that assist us in examining the established routes (Purple and Silver routes) and to monitor trends.*
- *Continue to collaborate with our services providers (Voyageur and Security Concept) to seek out efficiencies.*
- *Continue to evaluate program's validity and students' safety.*

Exams Shuttles

- *Continuous collections of ridership data to ensure program's validity.*
- *Continue to collaborate with our services provider (Robert Q) to seek out efficiencies.*

Purple Bikes

- *Continue to grow the sales of used bikes while maintaining the rental service.*
- *Seek out efficiencies to ensure Purple Bikes becomes sustainable.*

UCC Tenants

- *Provides guidance to tenants to ensure UWO Policies are adhered to, and lease agreement is followed.*

Leadership

- *Work with external partners to negotiate LTC contract.*
- *Create partnerships with internal (USC) and external (UWO) stakeholders to develop a sponsorship program that values entry into the campus market. Reach out to community members and national brands to communicate the value of accessing the campus community.*
- *Ongoing support and coaching of direct-reports.*
- *Complete performance assessments for managers and staff.*

Attachment:

University Students' Council Projects Register as of: October 9th, 2015

Sign-Offs:

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