

AGENDA REPORT TO BOARD OF DIRECTORS

MEETING DATE: November 20th, 2015

Item:	Management Activity Report
Presenters:	Cathy Clarke, General Manager Managing Directors
Purpose of Report:	For Information
Item #:	8.2

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

2. Finance Department

 Successful completion of clubs and faculty council training; using both the newly created training video and original lecture-style presentations

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

3. Risk Management / Compliance Department

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

4. Leadership

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

5. Other

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

Managing Director, Government Services:

1. Governance

 Coordinated By-Law #1 review with McKenzie-Lake lawyers. We have done a significant simplification of the by-law, so felt it was prudent to obtain a legal review to ensure it complies with the Act.

2. Advocacy Services

- Supported the implementation of a successful Local Advocacy Week. The week was well timed as it coincided with the City Council decisions regarding Rapid Transit in London.
- Supported the President and her team with moving forward discussions regarding Federal Advocacy with interested partners; the recent Federal election result has created additional momentum.

3. Leadership

- Completed Performance Appraisals for staff, which included goal setting and professional development planning.
- Supporting the USC budget team as it begins the process of setting the 2016-17 budget.
 In conjunction with other members of the Senior Team, have begun a business model assessment for Creative Services.

4. Human Resources

- Negotiations has been completed with a ratified Collective Bargaining Agreement which will take effect January 1st, 2016
- Staff are participating in an enhanced performance assessment process which focuses on setting short-term goals and addressing professional development goals prior to budget
- Mentorship Event taking place on November 18th for current Executive as well as those from the recent past for the purposes of strengthening peer to peer connections with USC Alumni

Volunteer Services

- USC Day and Volunteer Fair executed successfully with plans to make improvements and continue successes
- Working with the Success Centre on qualifying more USC volunteer opportunities under the Western Co-Curricular Record program
- USC Coordinator, AVP and Intern Recognition Event planned for November 16th

USC Alumni Relations

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

Health & Safety

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

Labour Relations

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

Staff Engagement

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

Recruitment

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

Student Development

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

5. The Gazette

- First Publishing Committee meeting will be this month, so we've been supporting lain 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 \$26,000 in sales for October. Added 3LAU, Stevie Starr, Autumn Hill events. Draft version of Western Film Poster Sale site. Working with Chase to enable Debit card payments on the ecommerce site.
- Web created employee engagement survey for Spoke restaurant; created HR social committee form and set up tracking for holiday event; updates to Wave, BOD, Volunteer Resources, Appeals and Teaching Awards web sites; regular posting of documents for Council and Exec; monitored launch of Alumni website; several Jobs added or edited; regular updates to Visix screens and Western Event Calendar.

- Email completed migration from Western Convergence to Office 365 for all FT staff, created new @westernusc.ca email accounts for staff / coordinators, multiple List Guardian mailing list updates.
- Computer issues installed and tested our streaming equipment in new location on 2nd floor, worked with Western ITS to have various ports activated throughout the building, made changes to location of Chase pin pads and setup new pin pad, created sharing authority on various workstations in CHRW for use in their Zetta system, configured web cam for CHRW, tested live streaming set up in The Wave, replaced VP External laptop with a desktop workstation, replaced desktop for Lindsay, repaired Finance printer transfer unit, addressed SSLV3 vulnerability issues on three of our servers, worked with Western ITS to identify and resolve wifi interference issues in the UCC, resolved End of Day account code errors at Creative Services, tested network connectivity issues for Ad Sales Rep, backed-up and reconfigured Orientation computer for new OCo.
- Elections created and managed Huron and Kings' elections.
- Clubs Reconcile 1,700+ club registrations at \$23,000 from online registrations, registered members in the CollegiateLink system, provided support for video recording of meetings.
- Cineplex Digital Networks met with Western Communications admin. Meeting pending with more Western stakeholders.
- Began rough draft of new asset tracking forms for our workstations and equipment
- Hired new TI Intern to start December 1st.

5. Productions

Events

0	Recent Event: Stevie Starr (professional regurgitated)
	– Americas Got Talent 2015 4 th Place winner) – Wave Oct 22
0	Recent Event: Charity Haunted House - Mustang Lounge Oct 26 – 28
0	Recent Event: Alvvays (LiveNation Show) – Wave Oct 30
0	Upcoming event: 3LAU (EDM DJ event) – Mustang Lounge Friday Nov 13 th
0	Upcoming event: Autumn Hill w/ Jason Benoit (country show) – Wave Nov 26 th
0	Upcoming event: Alessia Cara (singer) – Wave Jan 7
0	Upcoming event: Eh440 (acapella band) – ALL AGES SHOW @ Wave Jan 28
0	Upcoming event: Carnage – SuperSunday afterparty (EDM DJ)
	 Partnership with Premier Life – Mustang Lounge – Feb 7
0	Event in development: Beach Party w/ Feature DJ – Purple Frost
	- Mustang Lounge Jan 9
0	Event in development: Paint Party w/ Feature DJ – Purple Finale
	 Mustang Lounge Date TBD
0	Speaking event with Brescia College has been put on hold.
0	Production Team working on set for Theatre Western Fall Play at McManus
0	Charity Ball planning continues – event in Mustang Lounge January 30 – Theme: Aura

Building/Reservations

- Planning and coordination to combine Western Connections and Mustang Central
- Installed new audio / video gear into Community Room to accommodate Council Meetings and events moving forward

- Working with VP Events to develop new policy surrounding dance rehearsal space, using the community room and the adjoining 269. This is to better serve USC Dance clubs and to help alleviate tension throughout building where un-booked space is being used for dance practice.
- Typical vendor / commercial business throughout October
- Imaginus Poster Sale Nov 18/19

6. Renovations

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

7. Leadership

- Exec transition; strengths finder, MBTI, support and learning
- Orientation Strategic Plan Project support
- Strategic Planning with Senior Leadership/Exec
- Advising and Mentoring where needed or required

8. Promotions and Commercial Partnerships

Universal Bus Pass

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

Student Health/Dental Plan

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

Promotions Department

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

Sponsorship Program

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

Purple Store

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

Late Night Busing (Mustang Express)

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

Exams Shuttles

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

Purple Bikes

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

UCC Tenants

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

Leadership

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

Attachment:

University Students' Council Projects Register as of: November12th, 2015

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	





SPONSOR	Project	Deadline	Who	Budget	Goals
	Expanding Beerfest	September 23	Mark L.		 Reconstructing last year's Beerfest Additional sourcing (interest from vendors)
	Experiential Learning Fund	Sept. 26	Sophie, Cathy	\$ 100 000	 \$ distributed as grants and bursaries Working with alumni & campus staff Requires students and alumni involvement Currently underway
PRESIDENT Sophie Helpard	Homecoming	Sept. 24-27	Jeff A.	TBD	 Draw crowd away from Broughdale DVBBS & OLP VIP perks Keep ticket prices low for students Debrief—review planning for planning logistics for next year
	Coordinator/AVP Experience	Throughout year	Exec	0	 Review all coordinator & AVP job descriptions (before posted for next year) (current exec, final approval from HR) (before December) Completed exit interviews (exec complete with each of people in their portfolio) (begin April, finish May) Transitional piece: each VP transitions new exec, ensure each current exec has provided successor ability to perform mutual expectation document within their portfolios (May)





SPONSOR	Project	Deadline	Who	Budget	Goals
	Orientation Makeup Concert	Sept. 7		\$15 000 (Pending from Susan G.)	 Secure artist Specific promotion
	Policy Paper Process	January Council meeting	Nick S.	\$4000	 Promotional materials Written in draft form in December, edited over Christmas break, submitted to council in January Writers employed (3) Determined topics, passed through council
SECRETARY	Operation Overhaul	December & March	Scott, Nick S.	0	 Policies and bylaws Revise parameters (readable, not contradictory) Focus on best-practice New bi-laws (except bi-law 2) → December Bi-law 2 revision → March Bi-law 3 completed, 1, 4, & 5 completed by December
TREASURER Jonathan English	Council Chambers & Council Meetings	October	Scott	0	 Moved to community room or Mustang Lounge More accessible and more public Council Vote on Sept. 30 Approved setup (map) Need quotes (October)
	True Costing	February (aligns with budget)			 Joined with budget—match budget timelines Make visible "eaten costs' Each department will be shown the actual and all costs for a service (within an invoice)





SPONSOR	Project	Deadline	Who	Budget	Goals
	Speaker Reform	Oct. 16 & November	Andrew Lalka	0	 Change position Create job description, source candidates, select incumbent Presented to council
	Board Audit Committee	May 30th	Scott, Carrie, Nick S.	TBD (stipend/reim burse for commute)	 Recruiting in January, policy passed by board in December External audit committee board of directors Perform audits on USC (identify & manage risk)
	Create FIC	TBD	AVP Lindsay Banks	TBD	 Bring together student council presidents & VPs to discuss planning (Faculties only) Succession planning All funds received are the same Understand people involved and procedures
	Grants Committee	November & TBD	Carrie, Nick, Robin		 Increase public awareness Improved rules and guidelines Web presence Physical preference (opportunity events, posters) Awards ceremonies (annual or monthly) Rubric completed by Remembrance Day
	Invisible Costs Case Study	August	Carrie	0	 Service-based model? Reduce overhead Review subsidy process for clubs
COMMUNICATIONS OFFICER Kevin Hurren	New Feedback Mechanisms	Fluctuating throughout the year (primarily council	Scott, Nick S	\$1500	 Tiered feedback structure Preliminary training complete (regarding data retrieval and analysis) First survey complete





SPONSOR	Project	Deadline	Who	Budget	Goals
COMMUNICATIONS OFFICER Kevin Hurren		meetings)			 For when exec and coordinators want to solicit student opinion Level 1: online 1 Level 2: people with iPads canvassing UCC (waiting on promotions "street team") Level 3: clicker surveys in classrooms (logistics and implementation TBD) Level 4: incentivized surveys, visit classrooms, focus groups (and previous levels) Initiation: present exec platform points; students rank their priorities) Gold cards used as incentive Potentially revise amount allocated in budget Summarize services of communications profile
	Organize Internal Communication System	End of summer	Exec	θ	 Make selections and provide details of event, document is reviewed by execs and/or coordinators and given to appropriate party (i.e. do you want marketing? Do you want an exec at the event?)
	Financial Transparency	Monthly	Exec, Cathy, Carrie	θ	 Series of published documents and ledgers Ongoing Timelines dependent on reconciliation after events & budget process





SPONSOR	Project	Deadline	Who	Budget	Goals
	Website Reno	End of summer	Geoff Pimlatt	0	 Reorganize information User friendly Transparency of information
	Advocacy Week	November 9-13	Nick S.	\$200 (travel reimbursements for delegates)	 Speak with as many city stakeholders as possible about issues pertaining to students, then making requests (i.e. brining it to council, writing letter of support) Deliverables: see movement/follow-through in advocacy initiatives we are pushing Need to do: identify issues to present (within the next week)
VP EXTERNAL Lindsee Perkins	Federal Get out the Vote	Begins Sept. 21 Ends Oct 19	Lindsee, Nick S., Advocacy Task Force	\$1500	 "My Vote Matters" week Facebook event Lawn signs all over campus Promo: 3 videos, rave cards, posters, lawn signs, social media ads Goal is 5000 students voting
	Party Registry	Pilot in second semester	Sophie, Nick S.	TBD	 USC monitors the program Onus on USC—design and spearhead the project Require housing's participation Police onboard In talks with Fanshawe Logistics TBD
	Restorative Justice	Ongoing	Sophie,	0	Monthly meetings with stakeholders





SPONSOR	Project	Deadline	Who	Budget	Goals
			Cathy, Nick S.		 Town & Gown Association Police onboard In talks with Fanshawe Create working group
	Tenant Rights Campaign	November 16- 20	Scott, Inhouse	\$300	 Promotion materials (onsite): videos with WesternTV, print, space (UCC atrium) Every day have new focus on what it means to be a tenant in London Met with bi-law manager, fire inspectors, UWO Housing, going to meet with London property management association
	Clubs Week & Space	Immediately following O- week	Val	θ	 Place clubs according to category Map: online and large print Compass
VP STUDENT EVENTS Taryn Scripnick	Clubs CGC	Ongoing	Val	0	 Create new committee—mandate review committee Review older groups Executed by AVPs Updated terms of reference Mimic elections committee, how CGC should run Committee members selected TBD: training, and rest of year
	Develop VPSE Roundtable	September O week		θ	 Prevent double booking of events Collaborate schedule of events, so they are not overshadowed by USC events Facebook group Received formals, ensure no conflicts Next meeting: October, focus on collaboration and





SPONSOR	Project	Deadline	Who	Budget	Goals
					how USC can support (i.e. get a speaker) • Deliverable: students recognize and utilize USC in event planning efforts
	Diverse Programming	Throughout	Josh	TBD -talent, frequency of events, and level of collaboration	 Includes underage students (determine which event can be all ages) (i.e. paint party, beach party) Charity ball (wet & dry night), will be held on campus (ML) Incorporate wellness Nuit Violette, Kevin Breel, performers in atrium Mental health wellness week, and separate days Collaborate with coordinators, clubs, other execs
	Purple Events	September- March			 Branding: create a logo Series of events (Purple Fest, Purple frost, Finale) Finale will focus on Wellness Need to have a presence (branded events monthly) (coordinator putting on monthly events, to complement 3 larger events) USC now responsible for fest (Down with Webster concert) and finale (night programming, big speaker, big event) Purple events created own logo (complimentary things of fest, frost, finale) (day-time programming)
	Review Charity Orientation	October	Jeff A.	TBD	 For next O-week: won't results until next year, and will apply to strat plan Measurable data: student opinion of current O-week charity events (i.e. Shinerama & Terry Fox run) Reviewing at OPC level





SPONSOR	Project	Deadline	Who	Budget	Goals
					 Might make the position a head soph position— make whole team more accountable Review how they operate (successful)
	Public Arts	SeptReverie in March			 Build up to Reverie festival in March More art performances in Atrium Avg. 2 times a month Will be branded –currently working on logo Part 2 Nuit Violette (second term), perhaps in Mustang Lounge, or with snow (wintery themed) Contacted music council for student performers, collaborating with ethnic cultural coordinator for event that reflect indigenous culture
	Syllabi	September, January	Alex	0	 Prioritize faculties who will be most responsive? Health Science & FIMS initial target
	Mental Health Guide	September, January	Nick S.	0	 Currently lack one self-contained resource Accessible to everyone on campus (online & print—print in Peer Support centre) Make available through OWL Make available through OWL Working with student success centre First draft ready, estimated publish date is in October
VP INTERNAL Alex Benac	Peer Support Centre (Opening)	Sept. 29	Cathy, Scott, Josh	\$50 000 (x2)	 Measure of consistent problems and fill those gaps Able to measure impact of PSC on students Two-tier volunteer system: to be paired with students considered high-risk Commitment to outlined responsibilities (UWO & USC)





SPONSOR	Project	Deadline	Who	Budget	Goals
					 Opening event: Training, food, marketing, initiatives Sept. 29th!
	Wellness Centre in Basement	Throughout year	Cathy, Jeff, Carrie	\$50 000	 Student experience is primary partner Wellness centre, non-billable mental health resources MOU in the works
	Experiential Learning	Job shadowing in 1 st term Recognition program: 2 nd semester		\$1000	 Recognition program: excellence in teaching following timelines of SSC Student community perspective: same level of service other institutions offer, have a unit in success centre, cross listing across faculties Work with student success centre Open USC as job shadowing host for ½ day or full day Recognition program → structure criteria, nominated packages