



AGENDA REPORT TO BOARD OF DIRECTORS

MEETING DATE: January 15th, 2016

Item:	Management Activity Report
Presenters:	Cathy Clarke, General Manager Managing Directors
Purpose of Report:	For Information
Item #:	9.2

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

- We're entering into an especially busy time. Elections season has begun, and the USC Budget is about to enter the budget approval phase. That means the Government Services team will be doing a great deal of coordination in the background to ensure everything runs smoothly.
- We've been helping to coordinate the upcoming Board of Directors retreat, and supporting the Board Nominations Committee.

2. Advocacy Services

- As the President will report, progress has been made establishing an informal coalition of other student unions to lobby the federal government. Our Advocacy Services staff have been working to support this initiative in the background. The successful completion of this initiative will span several years, so we have staff supporting our student leaders to help transition the initiative effectively to their successors.

- Our student leaders continue to advance a number of issues locally, with a key focus on the rapid transit initiative. Internal academic advocacy is also ramping up, including a focus on enhancing teaching quality of TAs and expanding experiential learning opportunities. We have been providing research, strategy and coordination support in the background.

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

- The employment relationship for Radio Western's General Manager has been officially transferred from the USC to Radio Western. This has been a long and complicated separation but all documentation has been completed.
- USC Alumni Mentorship Event in November was a great success. There was a high attendance rate with lots of opportunity for peer to peer connection and networking. The past 2 executives as well as the current executive members attended with over 50 USC alumni who have agreed to be part of the mentorship program. This program includes everything from job shadowing to more informal mentorship activities.

Senior Leadership

It is budget season; as with the other MDs, I've been working closely with managers and senior managers during their budget preparation. This will continue for the next month as the budgets are refined in advance of presentation to Board and Council.

We've also been competing Performance Assessments of our staff, with a focus on identifying opportunities for professional development over the coming years.

We are growing a number of new programs, including a USC Alumni program and a Student Development program. I've been offering high level strategy support for the managers responsible for implementing these programs.

MDs have established a number of internal focus groups to tackle various challenges and opportunities within the organization. This has been done to encourage collaboration across departments and to cross pollinate skills. I've been chairing a focus group regarding the future of The Westernizer, with a goal of identifying enhancements that will improve profitability over the next year, and also to identify future alternatives.

Volunteer Services

USC Alumni Relations

- 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

- Working with the union to facilitate secondments for union employees to take on more responsibility in management roles

Staff Engagement

- 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

- 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

- Developing a Programming and Events Group consisting of staff, student leaders and students. ToR to follow. The hope is to have this group build programming and plan the spending of the Executive programming funds as well as other groups who partner with the USC.

3. Food and Beverage/WF

- Developing budget for this area with operational team, budget team and executive.
- 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 - \$9,500 in sales for November / December. Made Western Film Poster site live; new events for Pre-Business, MSA and DAN Management clubs.
- Web – Mental Health Resource Guide posted to OWL, Exam Shuttle, President’s Award, holiday hours.
- Computer issues – replaced Chubb server, installed and configured new Finance client, upgrade to Sage accounting software, upgrade to Gazette / Finance AdWorks software, correcting multiple workstations network settings after numerous power outages in building, recovered both Western Film Booth computers, set up and configured printer and software for HR, configured Western Film workstation for playing HD movie for booked event, general tech trouble shooting and repairs in all departments.
- Working through updating “blue book” of USC tech assets (switching to an updated form and correcting outdated information on workstations)
- Elections – meeting at Western’s Secretariat to plan Spring Election.
- Clubs – Reconcile 300+ club registrations at \$3,500 from online registrations, registered members in the CollegiateLink system, clubs website updates (ongoing).
- Facilitated Engagement Town Hall. Results presented to Senior Leadership.
- Budget – IT Department, Corporate IT Capital, and Creative Services.
- Professional Development – Research and recommend PD opportunities for IT and CS Departments
- Policy Review – Update and recommend changes to USC Emergency Preparedness Policy
- Working Group on Information Security – Review and recommend changes to Western’s WGIS annual report
- TI Intern worked on enhancements to club API and Western Film microsite.

5. Productions

Events

- Recent Event: **Purple Frost Beach Party** featuring **DON DIABLO**– Mustang Lounge - Oct 22.
- ** looking to establish “Beach Party” theme with a featured act for Purple Frost to have an event to build on to allow for early (pre-holidays) marketing and sales.
- Upcoming event: **Alessia Cara (singer)** – ALL AGES SHOW @ Wave Jan 12
** note revised date due to artist scheduling issues. This event is expected to be a sell-out.
- Upcoming event: **Eh440 (acapella band)** – ALL AGES SHOW @ Wave Jan 28
- Upcoming event: **Carnage – SuperSunday afterparty (EDM DJ)** – Partnership with Premier Life – Mustang Lounge – Feb 7
- Event in development: **Paint Party w/ Feature DJ – Purple Finale** – Mustang Lounge Date TBD.
- Speaking event with Social Science confirmed for Jan 16th in McKellar Room – with Jean Chretien.
- Charity Ball planning continues – event in Mustang Lounge January 30 – Theme: Aura

Building/Reservations

- Update on Council move to Community Room – appears to be working well in community space.
- Update on dance rehearsal space: New policy closely mirroring club use policy for conference rooms has been implemented and the community room and the adjoining 269 are in frequent use as dance rehearsal space.

- *High volume vendor / commercial business throughout first semester, resulting in exceeded sales targets for space use in the UCC, expecting this trend to continue through second semester.*
- *Imaginus Poster Sale February scheduled for second week in February.*

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: November 12th, 2015

Sign-Offs:

<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>	



University Students' Council
 Projects Register as of:
 January 10, 2016
 USC Board Room



SPONSOR	Project	Deadline	Who	Budget	Goals
PRESIDENT Sophie Helpard	Expanding Beerfest	September 23	Mark L.		<ul style="list-style-type: none"> ● Reconstructing last year's Beerfest ● Additional sourcing (interest from vendors)
	Experiential Learning Fund	Sept. 26	Sophie, Cathy	\$100,000	<ul style="list-style-type: none"> ● \$ distributed as grants and bursaries ● Working with alumni & campus staff ● Requires students and alumni involvement ● Currently underway
	Homecoming	Sept. 24-27	Jeff A.	TBD	<ul style="list-style-type: none"> ● 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	<ul style="list-style-type: none"> ● 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)



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	Orientation Makeup Concert	Sept. 7		\$15,000 (Pending from Susan G.)	<ul style="list-style-type: none"> Secure artist Specific promotion
	Policy Paper Process	January Council meeting	Nick S.	\$4000	<ul style="list-style-type: none"> 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 TREASURER Jonathan English	Operation Overhaul	December & March	Scott, Nick S.	0	<ul style="list-style-type: none"> 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
	Council Chambers & Council Meetings	October	Scott	0	<ul style="list-style-type: none"> 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)			<ul style="list-style-type: none"> 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)



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	Speaker Reform	Oct. 16 & November	Andrew Lalka	0	<ul style="list-style-type: none"> • Change position • Create job description, source candidates, select incumbent • Presented to council
	Board Audit Committee	May 30th	Scott, Carrie, Nick S.	TBD (stipend/reimburse for commute)	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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		<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Tiered feedback structure • Preliminary training complete (regarding data retrieval and analysis) • First survey complete



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COMMUNICATIONS OFFICER Kevin Hurren		meetings)			<ul style="list-style-type: none"> • 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
	Organize Internal Communication System	End of summer	Exec	0	<ul style="list-style-type: none"> • Summarize services of communications profile accessible online • 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	0	<ul style="list-style-type: none"> • Series of published documents and ledgers • Ongoing • Timelines dependent on reconciliation after events & budget process



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	Website Reno	End of summer	Geoff Pimlatt	0	<ul style="list-style-type: none"> • Reorganize information • User friendly • Transparency of information
VP EXTERNAL Lindsee Perkins	Advocacy Week	November 9-13	Nick S.	\$200 (travel reimbursements for delegates)	<ul style="list-style-type: none"> • 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)
	Federal Get out the Vote	Begins Sept. 21 Ends Oct 19	Lindsee, Nick S., Advocacy Task Force	\$1500	<ul style="list-style-type: none"> • "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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Monthly meetings with stakeholders



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			Cathy, Nick S.		<ul style="list-style-type: none"> • Town & Gown Association • Police onboard • In talks with Fanshawe • Create working group
	Tenant Rights Campaign	November 16-20	Scott, In-house	\$300	<ul style="list-style-type: none"> • 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
VP STUDENT EVENTS Taryn Scripnick	Clubs Week & Space	Immediately following O-week	Val	0	<ul style="list-style-type: none"> • Place clubs according to category • Map: online and large print • Compass
	Clubs CGC	Ongoing	Val	0	<ul style="list-style-type: none"> • 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		0	<ul style="list-style-type: none"> • Prevent double booking of events • Collaborate schedule of events, so they are not overshadowed by USC events • Facebook group • Received formal, ensure no conflicts • Next meeting: October, focus on collaboration and



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					<p>how USC can support (i.e. get a speaker)</p> <ul style="list-style-type: none"> • Deliverable: students recognize and utilize USC in event planning efforts • Structure for sanctioning
	Diverse Programming	Throughout	Josh	TBD -talent, frequency of events, and level of collaboration	<ul style="list-style-type: none"> • 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			<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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)



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					<ul style="list-style-type: none"> • Reviewing at OPC level • Might make the position a head soph position—make whole team more accountable • Review how they operate (successful)
	Public Arts	Sept.-Reverie in March			<ul style="list-style-type: none"> • 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
	PEG	Ongoing	Events-related staff		<ul style="list-style-type: none"> • Programming & entertaining group • Reviewed events over next 4 months • Cross-communication (across departments) • Future: include AVPs & Wave/Spoke staff for additional input
	Syllabi	September, January	Alex	0	<ul style="list-style-type: none"> • Prioritize faculties — who will be most responsive? • Health Science & FIMS initial target
	Mental Health Guide	September, January	Nick S.	0	<ul style="list-style-type: none"> • 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



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VP INTERNAL Alex Benac	Peer Support Centre (Opening)	Sept. 29	Cathy, Scott, Josh	\$50 000 (x2)	<ul style="list-style-type: none"> • 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) • Opening event: Training, food, marketing, initiatives • Sept. 29th!
	Wellness Centre in Basement	Throughout year	Cathy, Jeff, Carrie	\$50 000	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 1/2 day or full day • Recognition program → structure criteria, nominated packages