



**UNIVERSITY STUDENTS' COUNCIL BOARD OF DIRECTORS
REGULAR MEETING #1
Meeting Date September 30th 2016
Meeting Location UCC Boardroom**

AGENDA

1. Call to Order
2. Disclosures of Conflicts of Interest
3. In-Camera Agenda
4. Changes to and Adoption of Agenda
5. Comments from the Chairperson
6. Approval of Minutes
 - 6.01 [April 8th 2016](#)
 - 6.02 [July 9th 2016](#)
7. Presentations
 - 7.01 John McNair, Managing Partner at McKenzie Lake
 - 7.02 Dipesh Parmar, Senior Manager at Price Waterhouse Cooper
8. Reports Requiring Board Action
 - 8.01 Approval of Audited Financial statements
 - 8.02 Approval of the Events and Services Capital Plan 2016/17 ([Supplemental Notes](#))
 - 8.03 Approval of Executive Discipline and Accountability Policy ([Appendix 1](#)) – [Isaac Jacobi](#)
 - 8.04 Approval of Board Attendance Policy ([Appendix 2](#)) – [Isaac Jacobi](#)
9. Reports For Information and Discussion
 - 9.01 Report From the President
 - 9.02 Report From the COO ([Appendix 3](#))
 - 9.03 Report From the Secretary-Treasurer ([Appendix 4](#))
10. Board Committees



- 7.01 Nominating Committee
 - 7.02 Board Evaluation Committee
 - 7.03 Governance Committee
 - 7.04 Finance Committee
-
- 11. Inquiries and Other Business
 - 7.01 Financial proposals
-
- 12. Adjournment of Public Meeting



Meeting Minutes 1:

Emergency Board Meeting 2

08/04/2016

A meeting of the University Students' Council Board of Directors was held on the above date in the USC Board Room a 4:30pm with the following present:

From the Board: S. Franchetto (Chair), C. Maidment, S. Helpard, , J. English, R. De Sequeira, S Kerr, H. Zafari, P. Demarco
From Management K. Pacheco,
Recording Secretary N. Soave
Regrets: I. Lalani

CALL TO ORDER

The meeting was called to order by Mr. Jacobi at 4:35pm.

DISCLOSURES OF INTEREST

There were no conflicts of interest declared for the emergency meeting.

COMMENTS FROM THE CHAIR

Outlined the goal of the meeting to everyone, including the objective of approving the HR Committee Recommendations

CHANGES TO AND ADOPTION OF THE AGENDA

Motion to waive notice was approved unanimously, meeting the two thirds majority required for an emergency meeting.

Scott, Kerr second, moved, R. Sequira **Passed Unanimously**

ITEMS FOR APPROVAL

Chief Operations Officer (See attached report)

The President provided an update on the General Manager Hiring Process, and where the process is at this point. Lee Anderson completed a scan of other Student Unions across Canada, and reviewed the other systems used. Included in Mrs. Anderson's report is a series of recommendations that the HR Committee deliberated on and have now brought forward to the Board. The new position will be called a Chief Operations Officer (COO). The biggest change that the committee has brought forward is the shift away from having a GM that is align with the President, rather the President will be the CEO and head of the organisation and the COO will be reporting into the President. The Human Resources Committee in consultation with Lee Anderson develop a new Role and Responsibilities Document that has been attached. The board requested that the President outline the various changes in the document, and how that will impact the organization. Budgetary final approval would shift away from COO towards the President/CEO. The biggest difference is this concept of a two sided organization, where the Student Executive have their area of focus, and the full time staff have another separate area. This change would align these two groups together. The job will be posted as a 3 year contract.



The President reviewed the Roles and Responsibilities document line by line with the board, and fielded questions as they arose.

The President outlined the timeline for recruitment, and hiring with the committee.

BIRT the board approves the Chief Operations Officer Role and Responsibilities Document and items mentioned orally as presented by the chair of the HR Committee, and approves this be used for recruitment of a new Chief Operations Officer.

BIFRT the board approves a \$100,000 to \$120,000 salary range for the Chief Operating Officer role.

BIFRT the board approve Mr. Jacobi as a member of the core hiring panel for interviews.

Moved C Maidment, Second hirad z passed unanimously.

By-law 4 Update

The president and chair requested for an opinion on the changes needed for by-law 4, and if making this change to a COO will contravene our by-law. The answer from the lawyer is that we are fine to post this COO Job Description and not contravene the by-law

Current GM Work Plan

The President and the chair have agreed to a list of projects that the GM will be completing over the coming months. The current GM has requested that she will be in the office for 2 days a week while she does this.

INQUIRIES AND OTHER BUSINESS

None

ADJOURNMENT OF CONFIDENTIAL BOARD MEETING

The Board adjourned on motion, by consensus at 5:12pm.

CARRIED

Secretary

Chair



Meeting Minutes 2:

Board Meeting 2

09/07/2016

A meeting of the University Students' Council Board of Directors was held on the above date in the USC Board Room a 11:00am with the following present:

From the Board: S. Franchetto (Chair), I. Jacobi, M. Farfan, E. Avilla, A. Katyukha, K. Luu, B. Wong

From Management K. Burns, K. Pacheco, C. Passi, J. Armour

Guests

Regrets: H. Zafari, C. Maidment, I. Lalani,

CALL TO ORDER

The meeting was called to order by Mr. Jacobi at 11:01am.

DISCLOSURES OF INTEREST

There were no conflicts of interest declared for the meeting.

COMENTS FROM THE CHAIR

- Welcome to first real meeting although we are three hours in.
- Ambitious things to tackle, especially with Kathy here.
- A lot of potential to make the Board key part of the organization.

**The Board went in camera at 1:12pm I. Jacobi moved second H. Zafari,
Approved unanimously.**

**The Board returned to public session at 3:18pm
Approved unanimously.**

CHANGES TO AND ADOPTION OF THE AGENDA

The agenda was adopted with removal of item 6.
Approved unanimously

APPROVAL OF MINUTES

Item removed from agenda

REPORTS FOR BOARD ACTION

1. Executive Accountability and Discipline Policy
Whereas, this policy outlines areas and procedure for Executive discipline and accountability,
Whereas, this policy was passed by Council at their March 2016 meeting,
Whereas, the Board plays a large role in the discipline of Executive through its oversight of Human Resources matters,



Be it resolved that The Board also approve the Executive Discipline and Accountability Policy.

Motion to approve Executive Accountability and Discipline moved Mr. Wong, second Mr. Katyukha.

2. Signing Authority

Whereas, The Board of Directors must approve a list of Officers, employees, or other agents authorized to execute documents during the coming fiscal year in relation to signing cheques, bills of exchange, or other orders for the payment of money on behalf of the Corporation.

Be it Resolved that The Board approve the following list for that purpose:

- Eduardo Avila, President and CEO
- Kathy Burns, Chief Operating Officer
- Isaac Jacobi, Secretary-Treasurer
- Carrie Ferguson-Passi, Managing Director of Corporate and Financial Resources
- Vicki Macauley, Senior Manager, Financial Services

Motion to approve signing officers as listed above moved by Ms. Luu, Seconded by Mr. Farfan, passed unanimously

3. Approval of the Corporate Calendar

Whereas, The Board meets often throughout the year,

Whereas, Board members are often busy and productive members of the Western and London communities,

Whereas, the Corporate Calendar assists with scheduling by outlining all meetings and deadlines,

Be it resolved that the Board approve the Corporate Calendar.

The board discussed adding a strategy meeting in each month.

Motion to approve signing officers as listed above moved by Mr. Katyukha, Seconded by Mr. Avilla passed unanimously

4. Board Committee terms of Reference

Whereas, The Board of Directors has made use of many committees over the past two years,

Whereas, committees are used to facilitate more in-depth discussion and debate,

Whereas, the Board has many areas that would benefit from a formalized committee structure,

Be it resolved that the Board Approve the Board Committees Terms of Reference.

Motion to approve board committee terms of reference moved by Mr. Farfan, Seconded by Mr. Avilla passed unanimously

5. Committee Membership Ratification

Whereas, if the previous vote passed the Board now has formalized committees,



Whereas, Directors have been given descriptions of each Board committee and submitted their committee preferences for the year,
Whereas, these selections must be ratified by the Board,
Be it resolved that the Board approve the membership of its committees as presented.

Motion to approve Committee Membership Preferences of incoming members as outlined on intake forms moved by Mr. Avilla, Seconded by Mr. Farfan passed unanimously

6. By-Law #1 Amendments, By-Law #4 Repeal, COO Policy

Whereas, the USC's Board of Directors has employed a General Manager based on the duties outlined in By-Law #4: General Manager Roles and Responsibilities;

Whereas, the Board has retained an HR consultant to complete a review of the General Manager position.

Whereas, on April 8th the Board has approved a plan to replace the General Manager role with a Chief Operating Officer (COO) with different duties and responsibilities;

Whereas, the responsibilities of the COO no longer require a specific By-Law.

Be it resolved that, By-Law #4: General Manager Roles and Responsibilities be repealed.

Be it further resolved that, the Board of Directors maintain a COO Job Description outlining duties and specific projects to be completed, as well as approve the COO Policy.

Motion to approve above listed motion moved by Mr. Katyukha, Seconded by Mr. Avilla passed unanimously

7. Secretary-Treasurer Ratification

Whereas, the Executive Selection Committee is tasked with selecting the Secretary-Treasurer each year,

Whereas, the Board must ratify the Executive Selection Committee's selection,

Whereas, Isaac Jacobi was selected as the 2016-2017 Secretary-Treasurer,

Be it resolved that the Board ratify Isaac Jacobi as the 2016-2017 Secretary-Treasurer.

Motion to approve above listed motion moved by Mr. Avilla, Seconded by Mr. Wong passed unanimously

8. Strategic Planning Steering Committee Composition

Whereas, the Board initiated the strategic planning cycle for the 2016/2017 year,

Whereas, the structure for the Strategic Planning Steering Committee has since been reevaluated,

Be it resolved, that the Strategic Planning Steering Committee have the following composition:

Board Chair



2 Directors
2 Councillors
President
Secretary-Treasurer
Managing Director Operations
Managing Director Finance
Senior Manager, Advocacy Services
Senior Manager, Information Systems
Senior Manager, Human Resources

Motion to approve above listed motion moved by Mr. Katyukha, Seconded by Mr. Farfan passed unanimously

REPORTS FOR INFORMATION AND DISCUSSION

1. Report of the President
2. Report of the Coo
3. Report from the Secretary-Treasurer
4. New By-law #1 Report

Receipt of reports moved by Mr. Wong, Seconded by Mr. Farfan, passed unanimously

INQUIRIES AND OTHER BUSINESS

None

ADJOURNMENT OF CONFIDENTIAL BOARD MEETING

The Board adjourned on motion, by consensus at 3:05pm.

Moved Mr. Katyukha, Seconded by Mr. Farfan

CARRIED

Secretary

Chair



Capital Plan Supplemental Notes:

USC EVENTS & BUILDING SERVICES
Capital Requests 2016/2017
Supplemental Notes

Events Production - Portability Package **\$28,296.00**

*The primary purpose of this **new** request is to provide casing and gear to make our portable gear, properly portable. This purchase will mitigate the ongoing damage we are experience with this gear. This will not only save on fulltime maintenance hours within the USC tech department, but also save on the cost of parts, replacements, and outside service calls. We will also extend the life of our gear by properly and safely transporting our gear.*

Events Production - Recording, Editing and Streaming Rig **\$9,955.97**

*This package is a **capital renewal** and enhancement of our current streaming package. This will allow us to continue to provide streaming services for council along with additional events as demands increase. Enhancements allow for better quality, less interruption and capture and video editing to provide an increased service value to student events.*

Professional streaming recording, capture and editing services may range into the thousands of dollars for a single event. Although the use of this service will increase labour on events, depending on extent of use (number of cameras, amount of converting / editing time for video and/or audio), this rig will allow for good quality in the moment video/audio streaming and capture that can be achieved with little additional labour costs.

Events Production - Lighting & F/X Upgrade Package **\$130,700.00**

The Lighting Package is a combination of Capital renewal and enhancements to current production inventory – enhancements to reduce additional rentals and provide enhanced service to student events

Capital Renewal pieces include the following items of the package:

8 x HES SolaSpot CMY Pro LED plus hanging clamps **Total: \$72,880***

These fixtures are used often – while dedicated to the Mustang Lounge lighting rig, when free we move these fixtures to other venues and events (ie Wave, Mckellar, Orientation stage, Charity Ball, Alumni hall) which puts them in fairly frequent use.

These fixtures rent at \$200.00 per day

Total Daily Rental - \$1600 (events outside of our venues rentals would be multiple days for set-up and programming)

Service life – 7 years

Annual approx. service value: \$ 128,000 (rental vs ownership)

****based on 10 uses per month during academic year**

1 x ETC Lighting Console – Mckellar Room install



This replaces a well, worn out lighting console that operates both theatrical and in-house lighting system. Required for event production and all Western Film presentations.

Currently in constant dis-repair taking full and part time maintenance hours from Events budget.

Total: \$1800

New – Enhancement items:

- 1 x Avolite Arena console (currently must rent or “borrow” lighting console from Wave or Mustang Lounge to operate offsite events)
- 8 x Elation Beam Extreme fixture
- 8 x Ice Jet CO2 system

Total: \$ 56,020

The console in this package allows for off-site and “other” events without compromising the capabilities of the Wave or Mustang Lounge, while allowing for enhanced programming capabilities in these venues for special events. The fixtures and Ice Jet system are an occasionally rented but often wished for item that would be put to use for countless events if purchased... enhancing soph social events, haunted house, charity ball, orientation week, plus countless club, faulty and residence council events.

This package rents at \$1900.00 per day
Service life – 7 years (Ice Jet Package – 10 years)
Annual approx. service value: \$ 76,000 (rental vs ownership)
**** based on 5 uses per month during academic year**

All of the items above make our venues and services more attractive and contribute to increased use of UCC venues; driving revenue for The Wave, Spoke and Mckellar room and increasing use of the Mustang Lounge. While this makes the venues more attractive, additional gear provides increased value added for USC co-productions with Western partners and off-campus event promoters. This may also result in increased rental revenue and part time (student) labour hours for outside events.

Events Production - Mustang Lounge Upstage screen install \$3,720.00

This new request will save the labour costs of screen building and installation (approx. \$140 per event) for an upstage video option often requested in the Mustang Lounge. A permanent installation will most certainly be used often (more often than currently used with no labour charge included) – and makes good sense give there is a permanent projector installed for a screen in this location.

Building Services - Storage Upgrade Package \$75,100

The installation of this new semi-permanent storage area to be built over top of the activity rooms will provide an additional 750 square feet of storage space, valued at \$146,250 annually based on Western occupancy rates. In addition to the near \$50,000 worth of much needed event space. This will also save the USC the cost of off-site storage (approx. \$960 annually), plus re-open activity room space within the Mustang Lounge for student event use.



Appendix 1:

EXECUTIVE OFFICER ACCOUNTABILITY AND DISCIPLINE POLICY

14 September 2016

USC Council

1. Objective

To strengthen and ensure transparency and accountability of all members of the USC Executive.

2. Policy Statement

The Terms of Reference for each Executive Officer is set out in the **Executive Officers Terms of Reference** and within each **Executive Officer Job Description**. The operation of the organization is greatly affected by the performance of its Executive Officers. The purpose of this policy is to set out the performance expectations for the Executive Officers and to outline measures to be taken in the event an Executive Officer fails to meet with the expectations outlined herein.

Discipline is not intended to be punitive in nature, but rather is intended to correct and improve performance. The USC wishes to ensure all members of the Executive perform their duties in compliance with by-laws, rules, regulations, instructions, procedures and best practice, and where such performance falls short, reasonable opportunity for performance improvement is available.

3. Application

This policy applies to all Executive Officers of the Corporation.

4. Administration

This policy is administered by the Board of Directors.

5. Executive Officer Responsibilities

1. Each Executive Officer is expected to be aware of and adhered to the following:
 - i. Corporate and, applicable, University by-laws, codes, policies and procedures;
 - ii. Applicable federal, provincial and municipal legislation and regulations;
 - iii. Strict of any type of act that has, or might reasonably be seen to have an adverse effect on the reputation or the proper functioning of the Corporation, or on the health, safety or rights of other persons or groups;
 - iv. Competent portfolio management including expectations set out in the **Executive Officers Terms of Reference** and job descriptions; and,
 - v. Any other guidelines, rules, regulations or policies as set out by the Board or Council. Any such guidelines should be communicated in writing to each Executive Officer by the President, in consultation with the Senior Manager,



Human Resources. Where any material changes are made to any such document applicable to one or more of the Executive Officers such changes will be communicated to all of the Executive Officers in writing.

2. In relation to Executive Officer accountability, the President shall be responsible for the following:
 - i. Address and resolve any barriers that may get in the way of Executive Officer completing their work duties as assigned;
 - ii. Provide each Executive Officer with adequate training, staff, support and equipment in order to complete their assigned duties, in conjunction with the Chief Operating Officer and the Management team of the Corporation;
 - iii. Notify an Executive Officer immediately when an issue relating to the Executive Officer's performance has been identified.
3. The other Executive Officers are responsible for the following:
 - i. Alert the Chair of the Discipline Committee immediately in the event that misconduct or serious performance issues have been identified with the President.

6. Discipline Process and Procedures

1. Initiation of Disciplinary Process
 - i. Where an Executive Officer fails to meet with their duties and responsibilities as set out in this document or the Terms of Reference or Job Description documents a disciplinary process may be initiated.
 - ii. The disciplinary process may be initiated upon a receipt of a written complaint in relation to an Executive Officer's conduct. A complaint should be directed to the Chair of the Board of Directors.
 - iii. Upon receipt of complaint, the Chair shall prepare a written outline of the complaint setting out particulars of the Executive Officer's conduct.
 - iv. The written particulars shall be provided to the Executive Officer for response.
 - v. The Board shall thereafter determine whether the disciplinary process will be initiated, having regard to the nature and seriousness of the allegation(s) of misconduct, the Executive Officer's response and the need for further investigation. The Board may direct that a Discipline Committee be established to consider the complaint setting out particulars of the Executive Officer's conduct.
2. Constitution of Discipline Committee
 - i. The Discipline Committee shall be comprised of two (2) members of Council, two (2) Directors, and the President. In the event a member of the Discipline Committee has a conflict of interest, the remaining four (4) members shall name a replacement from Council, the Board, or the Executive Council.
 - a. Quorum of the Discipline Committee shall be four (4) members.
 - b. A decision or order of the Committee shall be made way of majority vote.



- ii. The Discipline Committee shall elect from amongst itself its Chair, who shall not be either the Chair of the Board or the President.

3. Discipline Committee's Mandate

- i. Upon receipt of a particulars of a complaint, the Disciplinary Committee shall:
 - a. Determine whether further investigation is required.
 - b. Initiate an investigation to determine whether the matter warrants any form of discipline.
 - c. Recommend an informal form of response as may be appropriate.
 - d. Discuss the matter if no further investigation or discipline is warranted.
 - e. Receive and consider the result of the investigation and determine if discipline is warranted.
- ii. The Discipline Committee shall be permitted to engage an external investigator where required, to conduct a fact-finding investigation in relation to the alleged misconduct.

4. Conduct of Investigation

- i. Once a decision has been made to initiate an investigation, the Disciplinary Committee shall promptly notify the Executive Officer whose conduct is in question.
- ii. The Executive Officer shall be entitled to respond to the allegation in writing or orally.
- iii. The Human Resources Senior Manager may act as a resource to the Executive Officer or any parties involved in the investigation.

5. Notice to Member and Member's Right to Hearing

- i. If, after an investigation, the Discipline Committee concludes that a form of discipline may be warranted, it shall promptly notify the Executive Officer.
 - a. The notice shall be in writing and shall be sent to the Executive Officer's email address on file with the USC. If the Executive Officer is on leave at the time, the notice shall be sent by courier to the last mailing address on file with the Corporation.
 - b. The notice shall inform the Executive Officer that he or she may respond to the allegations by making written submissions, or by asking for a hearing before the Discipline Committee.
 - c. The Executive Officer's response to the notice may be received by the Discipline Committee within thirty (30) days of delivery of notice.

6. Hearing



- i. If the Executive Officer elects to respond to the notice by way of written submissions, the Discipline Committee shall render a decision on the basis of the investigation report and such submissions.
- ii. If the Executive Officer elects to have a hearing, the Discipline Committee shall hold a hearing as soon as practicable.
- iii. The Discipline Committee shall have the power to determine procedures of the hearings as appropriate. Notwithstanding this power, the Executive Officer shall be entitled to call witnesses and make oral submissions before the Committee.
- iv. Upon receiving all the investigation reports and hearing the submissions of the Executive Officer, the Discipline Committee shall determine where the member committed any misconduct, the Executive Officer will have the opportunity to make submissions as to the nature and extent of the disciplinary action to be taken against them.
- v. The Discipline Committee may then order the member undergo such discipline as it considers just. Such discipline may include:
 - a. A reprimand;
 - b. A suspension (with or without pay);
 - c. For the Secretary-Treasurer or Communications Officer, dismissal for cause.
- vi. Where the Discipline Committee finds removal from office is the proper discipline for misconduct for the President, Vice-President, or Student Programs Officer, the Discipline Committee shall communicate such recommendation to Council.
 - a. Council shall have the authority to dismiss the President, Vice-President or Student Programs Officer by a two thirds ($\frac{2}{3}$) vote upon receiving a recommendation for removal from the Discipline Committee.

7. Informal Response

- i. If the Discipline Committee considers that disciplinary action is not warranted it may nevertheless recommend a form of workplace counselling, or a discussion take place between the Executive Officer and an appropriate superior.
- ii. In any workplace counselling session or discussion, the Executive Officer should be clearly informed as to the expectations he or she is to meet.
- iii. The Executive Officer may be given a period of time within which their conduct is expected to improve and should be advised of the consequences of any failure to adhere to such expectations, which may include referral back to the Discipline Committee.

7. Discipline Committee Considerations

1. Upon receiving a complaint, an investigation should investigate the conduct of the member involved and such investigation should include:
 - i. Determining relevant witnesses;
 - ii. Meeting with relevant witnesses;
 - iii. Meeting with the Executive Officer whose conduct is complained of;
2. Considerations when determining appropriate level of discipline:



- i. Previous record of Executive Officer;
 - ii. Whether or not the incident is isolated;
 - iii. Was the member provoked;
 - iv. Seriousness of the offense;
 - v. Other mitigating factors (age, disability, illness, etc.)
3. Other considerations:
 - i. To the extent possible all investigations shall be kept confidential.
 - ii. The Discipline Committee may consult with a lawyer in the process. It is particularly recommended if allegations are serious.

8. Context and Enactment

1. Documents Repealed – Executive Officer Accountabilities and Discipline Process
2. Supporting/Related Documents – **By-law #1: Corporate By-law, Executive Officers Terms of Reference, Definitions Policy.**
3. Date Passed – [14 September 2016](#)
4. All previous Amendments – [1 April 2016](#)

Appendix 2:

Board Attendance Policy

30 September 2016

Board of Directors

1. Objective

To outline the expectations and responsibility of Directors, and the consequences resulting from a failure to attend meetings.

2. Written Rationale

- 2.01 Directors are required to submit written regrets to the Chair forty-eight (48) hours in advance of scheduled meetings.
- 2.02 Directors shall be required to submit written rationale explaining the nature of their continued absence, or failure to submit regrets, to the Chair in the following cases:
 - a. A failure to provide regrets to the Chair within forty-eight (48) of a scheduled meeting.
 - b. Failing to attend two scheduled meetings, even if regrets have been submitted in advance.
- 2.03 Written rationale should be submitted to the Chair within a reasonable time upon request.



3. Consequences

- 3.01 The Chair has discretion to accept the written rationale of a Director.
- 3.02 Should the Chair not accept the rationale of a Director, they may introduce a motion to remove the Director from the Board.
 - a. This motion will require at least Two-Thirds (2/3) in favour to pass.

4. Context and Enactment

- 1. Documents Repealed – N/A
- 2. Supporting/Related Documents – N/A
- 3. Date Passed –
- 4. All previous Amendments

COO Report:

AGENDA REPORT TO BOARD OF DIRECTORS

MEETING DATE: Friday, September 30, 2016

Item:	COO Report
Author:	Kathy Burns
Purpose of Report:	For information

1. Strategic Planning Update

Information sessions on the USC’s strategic planning process were held as follows:

- a) August 19th Strategy Overview for Executive
- b) August 24th Town Hall meeting attended by USC staff and members of the Executive
- c) Sept. 9 Board strategy session
- d) Sept. 14 Presentation to Council

Two committees were formed to participate in the strategic planning process. The governance committee consists of 15 representatives – 10 students from the Board, Council and Exec and five staff leaders. The work of this committee will be to focus predominantly on defining the vision and strategy for the USC. The second committee is an Administrative Committee consisting of 13 staff representatives and two Executives. This committee will be focused predominantly on translating the USC strategy into action and will be responsible for championing the development of tactical scorecards for all USC departments.



On September 14th, a brief survey was sent to all of the above stakeholders to get their input on the USC's existing mission statement, potential USC values and the USC's multitude of offerings. We received responses from 98 people which represents an 88% response rate.

On September 24th, the Governance Committee attended a strategic planning workshop facilitated by the COO. The group discussed the strengths, weaknesses, opportunities and threats of the USC as well as the survey results. After much discussion, the group decided that the next step in the strategic planning process should be to gather feedback from the students at large. A sub-committee has been formed to engage a research company and formulate a survey with the hopes of receiving the results by November 2016.

2. Operational Update

September has been a great start to the academic year. A number of staff commented that O Week was remarkably smooth. As of September 13th, approximately 23,626 bus passes had been distributed. Line-ups at the Spoke for Rick McGhee have been incredible. All operations report that student traffic is up. The USC Staff are to be commended for their hard work, dedication and cheerfulness during September's busy time. Here's to a great year!

Secretary Treasurer Report:

BOARD REPORT

ISAAC JACOBI, SECRETARY-TREASURER
30 SEPTEMBER 2016

Completed

- By-Law #6 review and amendments
- Review of monthly financials of the Executive and corporation (Admin + Operations)
- Set the priorities of the Governance and Finance - Transparency/accessibility, student involvement, and strategy
- New nominating structure for both Board and Appeals Board



Currently

- Working to ensure policy is communicated throughout organization and put process in place to ensure it is being followed
- Financial reporting policy to ensure financials are being reported consistently and in the same manner
- Annual report - information gathering is complete, now to format and for the graphic design work
- Signing a ridiculous number of cheques every week (one that was over \$1.5m)

To Come

- Amended By-Law #6
- Beautiful Annual report