

# UNIVERSITY STUDENTS' COUNCIL



## 2016/2017 OPERATING AND CAPITAL BUDGET

Published February 3, 2015. Budget strategy and planning sessions led by the 2015/2016 USC President, Secretary-Treasurer, Managing Director of Finance and Administration and General Manager.



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### PREFACE

Every February the University Students' Council budget is brought to Council and the Board of Directors for discussion and approval. As one of the most important documents that comes to the floor, the budget is both large in size and scope – controlling resources for the entire organization. It is a comprehensive look at executive and corporate expenses, capital projects, student fees and non-fee revenues. The budget is also important because it highlights how student money is spent. Students entrust the University Students' Council with hundreds of their dollars each year and the responsibility lies with peer representatives to make sure that money is spent wisely.

In return for these fees, students expect three things from the University Students' Council: advocacy, student development and the delivery of programs, services and events. This year, the budget is framed with those functions in mind. The Executive budget, specifically, is broken down into these categories to illustrate where the student base fee is directed.

Why should this information be considered? Because this is a strategic document. The purpose of the budget is not only to show how much it costs for the University Students' Council doors to open, but also to tell a story of how the organization's resources have and will be allocated. Throughout this budget it will become evident where funds have been increased or adjusted to reflect strategic decisions. For example, this document can be used to understand how much photocopying costs, but it could also be used to discern where advocacy priorities lie based on resource allocation.

Before initiating the budget process, the following principles were used to guide decisions.

1. **Respecting the 4-year budget.** Last year, the University Students' Council saw its first budget that projected beyond the impending fiscal year. This step was meant to give long-term vision to short-term decision makers, provide a stronger platform upon which the organization can make decisions and enjoy the stability that knowledge supplies. The goal for this budget was to respect the projections that Council and the Board of Directors approved in the previous year, while still building flexibility for new decision makers in an ever-changing environment like the University Students' Council.
  - i. A large part of the 4-year budget produced last year was the projection of a balanced budget. This was also a priority of the budget team this year. While circumstances can challenge these pursuits, careful work was done to ensure a balanced budget could be presented with the appropriate fee increases to give the organization long-term health.
2. **Clarity in the presentation to build understanding.** Recognizing the budget's importance, it should be made as clear, concise and understandable as possible. This is so review bodies can contribute good questions, comments and discussions. It is also to benefit University Students' Council successors who will need to reflect back on this document for years to come for context. This clarity comes from concise narratives, more year-to-year comparisons and visual representations of costs.
3. **Maximizing service to the entire community.** The University Students' Council is responsible for providing service to all undergraduate students on campus. While the organization routinely facilitates service for specific student groups, the need to identify



and preserve community-wide services is important. This takes shape in the budget in many ways, from a focus on advocacy to expanding student involvement. This principle is applied in the proposed increase to the admin fee to keep venue and space costs free. This fee is necessary to sustain the many UCC student spaces that are used for clubs, student groups, studying, events, workshops and community building on campus. This allows every undergraduate student on campus to claim space as a public good – as something they have the right to use and enjoy.



## DEFINITIONS

<b>USC Admin Fee</b>	This administrative fee is collected from all undergraduate students and funds the USC's services and operations outside of the Executive and Council (i.e., Creative Services, Wave and Spoke, etc.).
<b>Advocacy</b>	Expenses allocated to complete lobbying and stakeholder relations efforts with Western University, City of London, Provincial Government, Federal Government, and all community partners. It is also inclusive of relationship management between other groups on campus and supporting any student advocacy files the University Students' Council takes on.
<b>USC Base Student Fee</b>	This fee is collected from all undergraduate students and funds the University Students' Council Executive and Council operations.
<b>"bottom line"</b>	A colloquial term that refers to the organizational net position.
<b>Capital Costs</b>	Expenses that are fixed and incurred one-time, and often used to purchase property, equipment and construction (i.e., new stoves for the Spoke).
<b>Fiscal Year</b>	The University Students' Council fiscal year is from 1 June to 30 May. We are currently in fiscal 2016. We will be in fiscal 2017 on 1 June 2016.
<b>Full-Time Equivalent</b>	A unit that indicates the workload of students in a way that makes class loads comparable. One full-time student is one full-time equivalent, and three part-time students are one full-time equivalent.
<b>Operational Costs</b>	Expenses that are incurring continually, and relate to the maintenance of an organization or service (i.e., part-time salaries for student employees in the Spoke).
<b>Student Development</b>	Expenses allocated primarily to student employment, but can also include student learning, and leadership opportunities.
<b>Student Services/Programming</b>	Expenses allocated to student-centric services and programming, that often fill the gap between student needs and wants, and what Western University provides (i.e., Peer Support Centre, clubs, and concerts).
<b>UCC</b>	University Community Centre.
<b>"YTD", or Year-to-Date</b>	Demonstrates the amount of money spent in an allocation to-date.



**BUDGET CALENDAR AND CHRONOLOGY**

The University Students' Council budget planning process is extensive and detailed, historically spanning eight months with multiple weekly meetings and certain peak periods. When examining and evaluating the budget it is important to understand how it is created, and when it is approved by multiple bodies within the organization and university.

<b>August 2015</b>	Budget strategy and planning sessions begin with the President, Secretary-Treasurer, Managing Director Finance and Administration, and the General Manager.
<b>October 2015</b>	Budget templates and guidelines are finalized.
<b>1-15 November 2015</b>	Budget templates and guidelines are distributed among University Students' Council Management.
<b>16-30 November 2015</b>	Draft 1 of the budget is complete.
<b>December 2015</b>	Draft 2 of the budget is complete.
<b>1-20 January 2016</b>	Budget one-on-ones take place to finalize narratives and allocations.
<b>30 January 2016</b>	Draft 3 of the budget is revised and finalized.
<b>1 February 2016</b>	Draft 3 is sent to the University Students' Council Board of Directors.
<b>5 February 2016</b>	Budget Draft 3 is discussed, revised and approved by the Board of Directors.
<b>8 February 2016</b>	Budget Draft 4 is sent to Long-Term Planning and Budget Standing Committee of Council to be discussed, revised and approved.
<b>24 February 2016</b>	Budget Draft 5 is presented to Council.
<b>25 February 2016 - 8 March 2016</b>	Budget consultations are held to facilitate feedback from students and Councillors.
<b>2 March 2016</b>	Budget Draft 5 is debated and further discussed at Council.
<b>9 March 2016</b>	Budget Draft 6 is sent to Council for approval. Pending approval from Council, the Board of Directors approves Budget Draft 6 (the final budget) to be sent to the Property and Finance Subcommittee of Western's Board of Governors.
<b>15 March 2016</b>	Budget Final Draft is presented to the Property and Finance Subcommittee of Western's Board of Governors.
<b>April 2016</b>	The University Students' Council 2016/2017 Budget is sent to the Board of Governors for final approval.



### OVERVIEW OF EXECUTIVE AND COUNCIL BUDGET

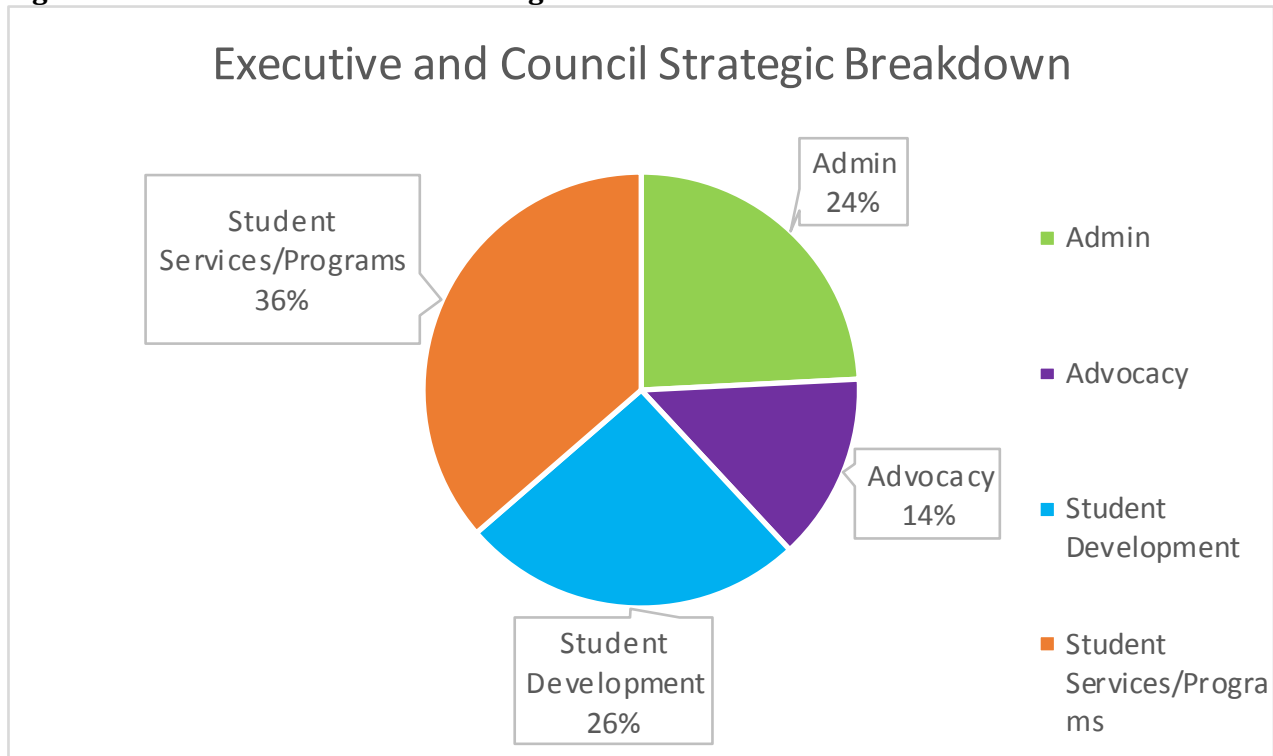
#### Overview

The overall Executive and Council budget, fully funded by the Base Fee, gives a snapshot of resources allocated to making Council and some governance aspects function. As noted in the preface, the University Students' Council budget can be broken down into the three main functions: advocacy, student development and student programming. An addition to this year's budget is the bucketing of all operating costs. Administrative costs are also reflected in a separate allocation of costs simply associated with "keeping the lights on." These additions allow for critical thought about where resources should be allocated. Also new in the budget this year is supplementary information that assists in giving context around expenses. Below the proposed budget is compared against the previous two fiscal years, and YTD (as of December) figures are given to get a sense of which budget allocations are actually on target.

#### Key Changes

The most significant change to this budget was the removal of one executive position and the addition of a more robust Associate program. This change means more funds are directed towards student development, with the same executive functions accomplished with one fewer team member. However, there is no drastic change in bottom line since there is a transferring rather than removing of responsibilities. The only major change in the Council budget is the removal of the large Speaker honorarium which adjusts the overall cost of Council to a lower amount.

Figure 1 – Executive and Council Strategic Breakdown





**Table 1 – Executive and Council Overview**

Budget 2014/2015	Actual 2014/2015	Budget 2015/2016	YTD 2015/2016 DEC	Description
\$ 147,014.94	\$ 145,426.33	\$ 124,082.79	\$ 38,364.38	President
\$ 170,921.98	\$ 154,046.68	\$ 161,978.62	\$ 83,279.59	Vice-President
\$ 250,362.05	\$ 282,988.21	\$ 259,994.78	\$ 122,068.31	Student Programs Officer
\$ 90,098.33	\$ 72,859.34	\$ 72,525.37	\$ 29,610.40	Communications Officer
\$ 106,308.29	\$ 84,034.11	\$ 86,755.03	\$ 28,030.77	Secretary-Treasurer
<b>\$ 764,705.59</b>	<b>\$ 739,354.67</b>	<b>\$ 705,336.59</b>	<b>\$ 301,353.45</b>	<b>Total Executive</b>
\$ 32,550.00	\$ 26,063.73	\$ 29,100.00	\$ 13,717.47	Council
<b>\$ 797,255.59</b>	<b>\$ 765,418.40</b>	<b>\$ 734,436.59</b>	<b>\$ 315,070.92</b>	<b>Total Executive and Council</b>
				Admin
				Advocacy
				Student Development
				Student Services/Programs
				<b>Total Executive and Council</b>

The above YTDs indicate the Executive portfolio is projected to end the year in May 2016 in a slightly under-budget position. The 2015/2016 year has faced challenges in restructure and the inflexibility of the 2015/2016 budget, but has found efficiencies in accomplishing executive objectives with leaner costs.

It is important to note, when analyzing the YTDs:

- The first installment of coordinator honourariums are distributed in January.
- The peak period for programming occurs between the months of January – March. Each programming event takes a period of reconciling ticket revenue and expenses.
- Many year-long executive and AVP project are completed in February – March, and costs are usually incurred towards the end of the project timeline.
- Some significant expenses relating to executive transition and research are primarily incurred in the months of April and May.



## MULTIYEAR PROJECTION OF EXECUTIVE AND COUNCIL

One principle of the 2016/2017 Operating and Capital Budget is the continued emphasis on a three-year projection and plan. Initiated in the previous year, the motivation was to ensure University Students' Council financial development would focus equally on proper planning for the subsequent year and three years ahead. Fees, departments and services now had to demonstrate long-term impact. This reshaped the building of budgetary strategy to ensure the University Students' Council Executive was thinking long-term.

The Executive Composition Review of 2015/2016 substantially changed this year's budget, as many of the previous the allocations and portfolio structures were moved, augmented or created. With the reshuffling, there are two key messages:

1. The Executive can offer a higher level of programming, advocacy and student development than previously through more substantive allocations to these areas. Meanwhile, the Executive remain comfortably in a positive surplus position over the next four years.
2. The Executive portfolios have small capacity for growth in the next fiscal year, 2016/2017 and are not as lean or restrictive as previous budgets.

The Executive projections beyond 2016/2017 are based off of four assumptions:

- Executive salaries will continue to increase by 2% each year.
- Occupancy costs will increase by 5% each year.<sup>1</sup>
- Executive portfolio allocations will increase as a sum by 2.5% each year, excluding Salaries and Occupancy.<sup>2</sup>
- Base Student Fee will increase by 2.5% in 2017/2018, 2018/2019, and 2019/2020, due to a conservative estimation inflation, but no increase in enrollment numbers from 2016/2017.
- Enrollment numbers:  
Main campus FTEs: 23,004. Affiliate FTEs: 5712.

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<sup>1</sup> Occupancy increases by 5% as per Western University's invoices.

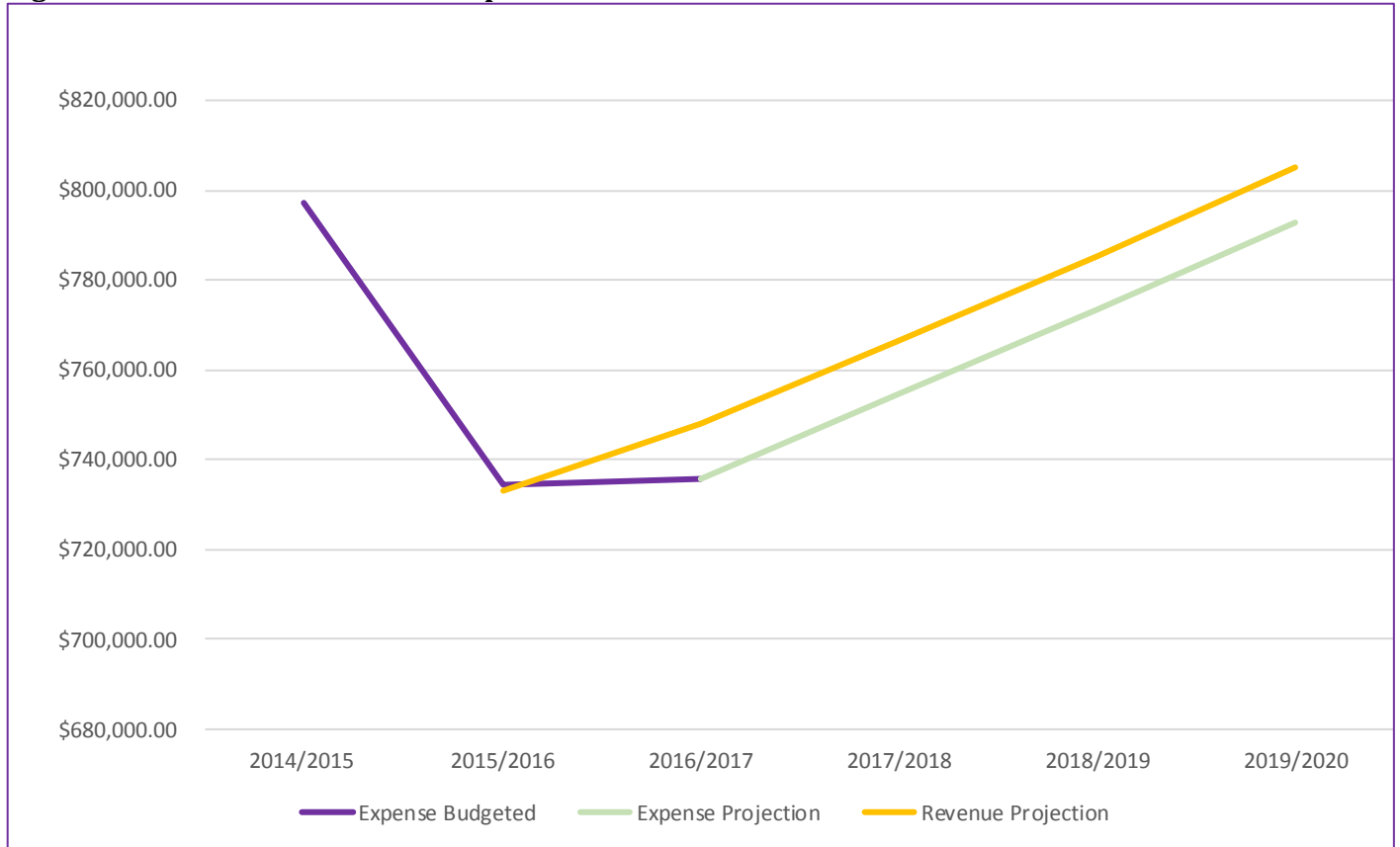
<sup>2</sup> 2.5% is a conservative estimation of inflation for 2017/2018 to 2019/2020. In 2016/2017, we are expecting an inflationary increase of 2.4% based off of the Consumer Price Index. Inflation may range from 2% to 3% each year.



**Table 2 – Multiyear Projection of Executive and Council**

Budget 2014/2015	Budget 2015/2016	Description	Budget 2016/2017	Budget 2017/2018	Budget 2018/2019	Budget 2019/2020
\$ 147,014.94	\$ 124,082.79	President	\$ 140,904.66	\$ 144,509.10	\$ 148,017.59	\$ 151,472.36
\$ 170,921.98	\$ 161,978.62	Vice-President	\$ 93,557.26	\$ 95,296.76	\$ 97,443.05	\$ 99,638.27
\$ 250,362.05	\$ 259,994.78	Student Programs Officer	\$ 312,798.71	\$ 321,564.09	\$ 330,548.94	\$ 339,812.79
\$ 90,098.33	\$ 72,525.37	Communications Officer	\$ 88,802.14	\$ 90,885.14	\$ 92,966.48	\$ 95,097.41
\$ 106,308.29	\$ 86,755.03	Secretary-Treasurer	\$ 82,002.36	\$ 83,916.62	\$ 85,825.07	\$ 87,778.84
<b>\$ 764,705.59</b>	<b>\$ 705,336.59</b>	<b>Total Executive</b>	<b>\$ 718,065.14</b>	<b>\$ 736,171.71</b>	<b>\$ 754,801.13</b>	<b>\$ 773,799.68</b>
<b>\$ 32,550.00</b>	<b>\$ 29,100.00</b>	<b>Total Council</b>	<b>\$ 17,800.00</b>	<b>\$ 18,245.00</b>	<b>\$ 18,701.13</b>	<b>\$ 19,168.65</b>
\$ 797,255.59	\$ 734,436.59	<b>Total Base Student Fee Expense</b>	\$ 735,865.14	\$ 754,416.71	\$ 773,502.26	\$ 792,968.33
\$ -	\$ 733,120.00	<b>Total Base Student Fee Revenue</b>	\$ 747,684.43	\$ 766,376.54	\$ 785,535.96	\$ 805,174.36

**Figure 2 – Total Base Student Fee Expense and Revenue**





## PRESIDENT

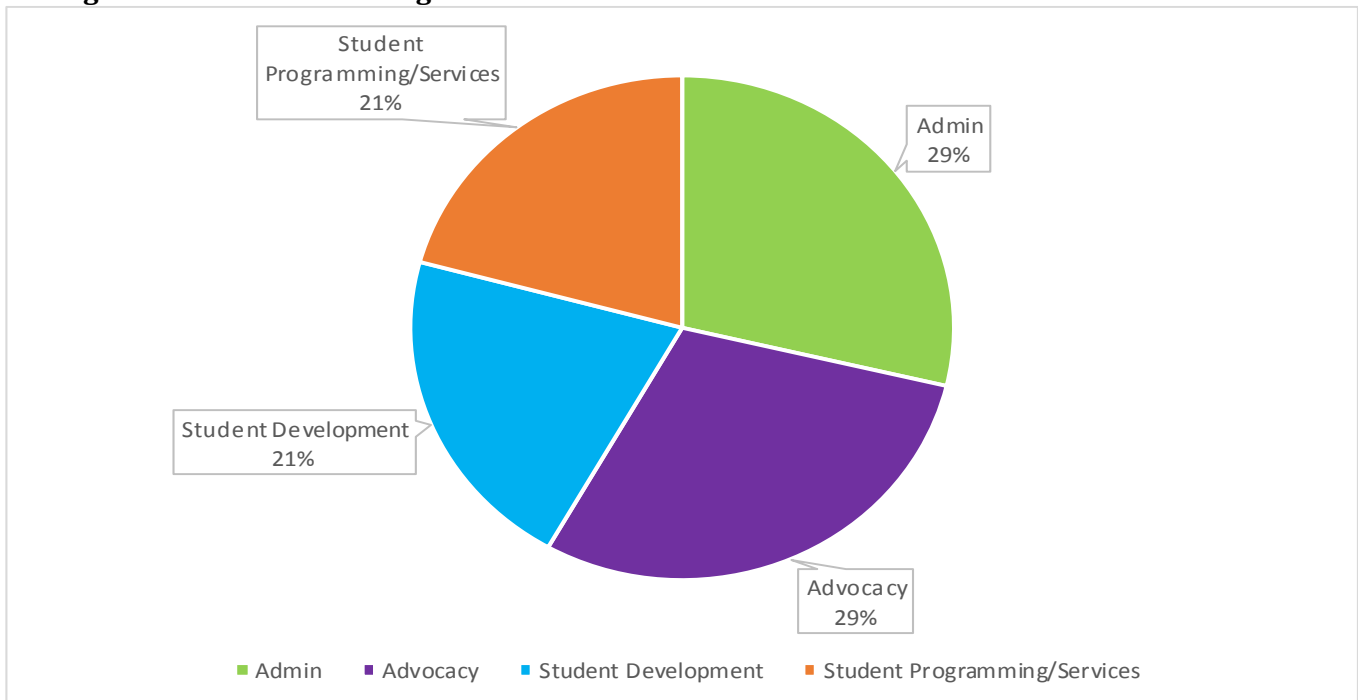
### Overview

The President's budget portfolio includes everything and nothing at the same time. The expenses are largely costs to the core-functions of an executive team and includes many lines that are used by the executive under the President's jurisdiction such as transition, meetings and relationship development with stakeholders like University Students' Council alumni. The budget allows the President to have continued flexibility in a role that changes depending on priorities of the individual elected, immediate needs of the organization, dedication to specific projects and the support of four executives with different needs.

### Key Changes

With most service and program dollars allocated into the Student Programs Officer and detailed advocacy expenses allocated into the Vice-President, certain project-based spending is still administered by the President. The first is federal advocacy. Still in the early stages of advocating to the federal government outside of a formal lobby organization, these funds will allow the University Students' Council to still have the resources to advocate in a meaningful way. The second is an addition that was introduced in the current fiscal year called the "President's Medal for Innovation in Teaching" and includes an honorarium. It represents the University Students' Council commitment to innovative teaching practices and is added to the repertoire of teaching awards that already exists. The final important addition is the \$10,000 allocated to Midnight Breakfast which began as an executive initiative and has been a student-favourite for years, but has failed to be accounted for in the budget until now.

Figure 3 – President Strategic Breakdown





**Table 3 – President's Budget**

Budget 2014/2015	Actual 2014/2015	Budget 2015/2016	YTD 2015/2016 DEC	President	Budget 2016/2017
\$ 43,332.54	\$ 42,967.82	\$ 44,632.52	\$ 23,562.98	Salary	\$ 47,225.70
\$ 5,357.40	\$ 5,233.85	\$ 5,625.27	\$ 2,260.37	Occupancy	\$ 5,203.97
\$ 1,750.00	\$ 1,721.33	\$ 1,750.00	\$ 460.77	Meetings	\$ 1,750.00
\$ -	\$ -	\$ -	\$ -	Printing/Copying	\$ 250.00
\$ 100.00	\$ 98.88	\$ 100.00	\$ 117.03	Office Expenses	\$ 100.00
\$ 75.00	\$ 17.69	\$ 75.00	\$ 6.94	Telephone	\$ 25.00
\$ 4,000.00	\$ 6,854.61	\$ 4,000.00	\$ 1,925.65	Initiatives	\$ 4,000.00
\$ 250.00	\$ 272.08	\$ 250.00	\$ 342.89	Travel	\$ 250.00
\$ 10,000.00	\$ 8,708.20	\$ -	\$ -	Chief of Staff Honouraria	\$ -
\$ 1,000.00	\$ 222.38	\$ 1,000.00	\$ -	President's Roundtable	\$ 300.00
\$ -	\$ -	\$ -	\$ -	Federal Campaigns	\$ 1,000.00
\$ 12,000.00	\$ 2,413.85	\$ -	\$ -	Federal Travel	\$ 10,000.00
\$ -	\$ -	\$ -	\$ -	Research Projects and Honouraria	\$ 6,000.00
\$ 2,500.00	\$ 1,144.44	\$ 2,500.00	\$ -	Research Projects	\$ -
\$ 5,000.00	\$ 9,643.68	\$ 5,000.00	\$ -	Research Honouraria	\$ -
\$ 5,000.00	\$ -	\$ 5,000.00	\$ -	Volunteer Projects	\$ -
\$ 10,000.00	\$ 18,606.39	\$ 10,000.00	\$ 3,844.50	External Research Travel	\$ 10,000.00
\$ 1,750.00	\$ 3,858.87	\$ 1,750.00	\$ 56.20	Exec Meetings	\$ 1,500.00
\$ 6,000.00	\$ 7,777.73	\$ 6,000.00	\$ 1,498.81	Exec Retreats and Travel	\$ 6,000.00
\$ 8,000.00	\$ 1,197.52	\$ 8,000.00	\$ 814.87	Exec Projects	\$ 12,000.00
\$ 22,500.00	\$ 22,131.04	\$ 20,000.00	\$ 1,621.15	Exec Transition	\$ 20,000.00
\$ 3,500.00	\$ 780.86	\$ 3,500.00	\$ -	PVP Printing & Copying	
\$ 300.00	\$ -	\$ 300.00	\$ 340.39	Exec Miscellaneous	\$ 300.00
\$ 2,000.00	\$ 1,070.32	\$ 2,000.00	\$ -	Exec Promotions	\$ -
\$ 500.00	\$ 457.54	\$ 500.00	\$ 288.87	Exec Staff Appreciaton	\$ 500.00
\$ 100.00	\$ -	\$ 100.00	\$ 1.92	First Year Student Caucus	\$ -
\$ 2,000.00	\$ 10,247.25	\$ 2,000.00	\$ 1,221.04	Alumni Relations	\$ 3,500.00
\$ -	\$ -	\$ -	\$ 1,000.00	President's Medal Award	\$ 1,000.00
\$ -	\$ -	\$ -	\$ 10,000.00	Midnight Breakfast	\$ 10,000.00
<b>\$ 147,014.94</b>	<b>\$ 145,426.33</b>	<b>\$ 124,082.79</b>	<b>\$ 38,364.38</b>	<b>Total President</b>	<b>\$ 140,904.66</b>
				Admin	\$ 40,449.11
				Advocacy	\$ 41,565.28
				Student Development	\$ 29,583.85
				Student Programming/Services	\$ 29,306.42
				<b>Total President</b>	<b>\$ 140,904.66</b>



**Table 3a – President’s Portfolio Changes**

<b>Description</b>	<b>Change</b>	<b>Reason</b>
Salary	Increased by \$2593.18.	Executive salaries increase by 2% annually. Includes 40hrs for work in April, and submission of a final report.
Occupancy	Decreased by \$421.30.	Governance Officer occupancy removed.
Meetings	No change.	-
Printing/Copying	Increased by \$250.	New expense.
Office Expenses	No change.	-
Telephone	Decreased by \$50.	Deemed as too much.
Initiatives	No change.	-
Travel	No change.	-
President’s Roundtable	Decreased by \$700.	Deemed as too much.
Federal Travel	Increased by \$10,000.	New expense.
Federal Campaigns	Increased by \$1000.	New expense.
Research Projects and Honouraria	Increased by \$6000.	Combined Research Projects and Research Honouraria.
Research Projects	Decreased by \$2500.	Reallocated and combined with Research Honouraria.
Research Honouraria	Decreased by \$5000.	Reallocated and combined with Research Projects.
Volunteer Projects	Decreased by \$5000.	Volunteer Projects moved to a different department.
External Research Travel	No change.	-
Exec Meetings	Decreased by \$250.	Deemed as too much.
Exec Retreats and Travel	No change.	-
Exec Projects	Increased by \$4000.	Allows for more flexible programming.
Exec Transition	No change.	-
Exec Printing & Copying	Decreased by \$3500.	Expense allocated to each portfolio.
Exec Miscellaneous	No change.	-
Exec Promotions	Decreased by \$2000.	Reallocated to Communications Officer portfolio.
Exec Staff Appreciation	No change.	-
First Year Student Caucus	Decreased by \$100.	Position no longer exists.
Alumni Relations	Increased by \$1500.	Increased participation and thus expanded service.
President’s Medal Award	Increased by \$1000.	New initiative.
Midnight Breakfast	Increased by \$10,000.	Never previously allocated. University pays for second semester.



## VICE-PRESIDENT

### Overview

The Vice-President's budget is a response to resource pools and portfolio structures that were disconnected from the realities of effective advocacy. This budget presents a common sense approach to allocating resources to the University Students' Council advocacy efforts. The portfolio is light on programming and technical functions and heavily focused on research, policy development, outreach campaigns, provincial lobbying responsibilities, campus meetings and other key responsibilities. This shift in focus – from the delivery of programs to the creation of sound, student-centric policy – will enhance the University Students' Council capacity to craft well-researched, evidence-based positions and policies.

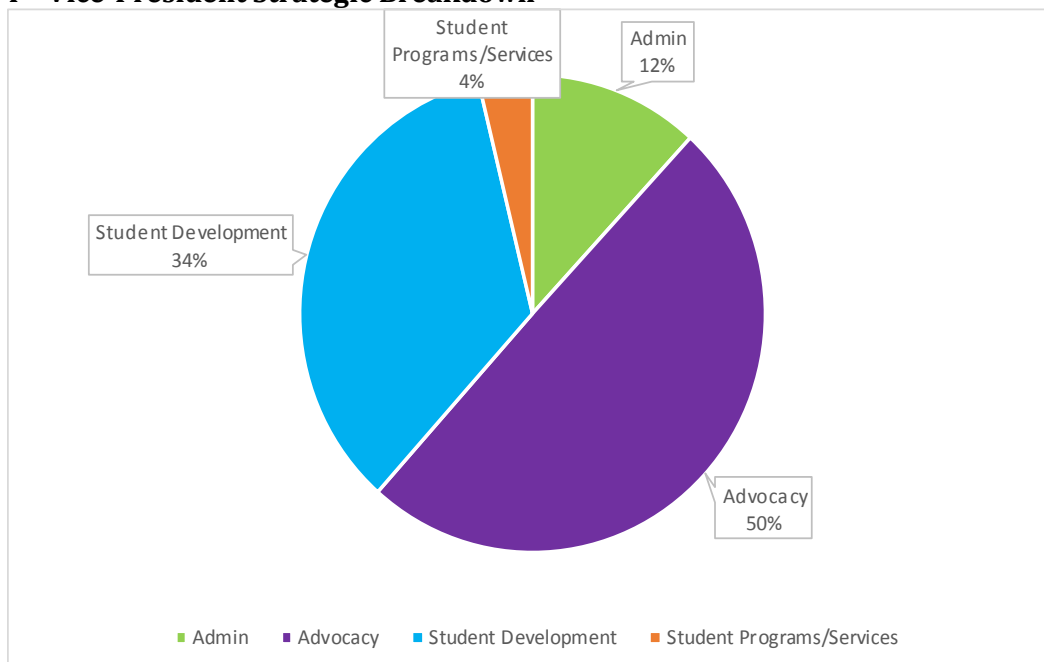
### Key Changes

Substantive changes to the Vice-President's budget are related to the portfolio's alignment with advocacy and the consolidation of issue and file management. Without the Internal portfolio's focus on program and service delivery, many of the associated core costs are no longer necessary. This manifests itself most noticeably in large reductions in occupancy costs, fewer coordinator honorariums and consolidation of certain External portfolio allocations. Increases in the portfolio's capacity to effectively conduct research and develop policy are reflected in the creation of an Associate Vice-President and two Research and Policy Associates.

The Associate Vice-President is the primary advocacy support unit in the Executive portfolio, and can operate as a proxy on more niche or specific priorities. The position has inherent flexibility to either facilitate initiatives on campus, municipally, provincially or federally.

Associates of Research and Policy will operate as Executive-guided researchers who will support the President, Vice-President and Associate Vice-President in producing tactile results for ongoing advocacy initiatives.

Figure 4 – Vice-President Strategic Breakdown





**Table 4 – Vice-President's Budget**

Budget 2014/2015	Actual 2014/2015	Budget 2015/2016	YTD 2015/2016 DEC	Vice-President	Budget 2016/2017
\$ 84,912.18	\$ 85,709.68	\$ 87,459.58	\$ 46,183.48	Salary	\$ 46,299.65
\$ 30,184.80	\$ 22,618.08	\$ 23,694.04	\$ 12,626.88	Occupancy	\$ 3,732.61
\$ 1,000.00	\$ 1,014.89	\$ 1,000.00	\$ 684.33	Meetings	\$ 500.00
\$ -	\$ 44.30	\$ -	\$ 1.92	Printing/Copying	\$ 100.00
\$ 200.00	\$ 190.71	\$ 200.00	\$ 239.82	Office Expenses	\$ 100.00
\$ 275.00	\$ 129.08	\$ 275.00	\$ 19.19	Telephone	\$ 25.00
\$ 8,000.00	\$ 3,883.28	\$ 8,000.00	\$ 856.07	Initiatives	\$ 4,000.00
\$ -	\$ -	\$ -	\$ 32.26	Miscellaneous	\$ -
\$ 300.00	\$ -	\$ 300.00	\$ 219.62	Academic and Advocacy Roundtable	\$ 300.00
\$ -	\$ -	\$ -	\$ -	Caucus Support	\$ 2,000.00
\$ 1,800.00	\$ 972.01	\$ 1,800.00	\$ 355.80	Recognitions Program	\$ 2,500.00
\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -	Chair of the President's Committee on Recognition	\$ 1,000.00
\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -	Student Appeals Honourarium	\$ 1,000.00
\$ 10,000.00	\$ 1,476.36	\$ 1,000.00	\$ -	Student Appeals Service	\$ 1,000.00
\$ -	\$ -	\$ -	\$ -	Associate Vice-President	\$ 10,500.00
\$ 5,000.00	\$ 4,374.13	\$ -	\$ -	AVP Municipal	\$ -
\$ -	\$ 4,374.13	\$ 5,000.00	\$ 2,766.40	AVP External	\$ -
\$ -	\$ -	\$ 1,000.00	\$ -	Municipal Policy Honourarium	\$ -
\$ -	\$ -	\$ 1,000.00	\$ -	Provincial Policy Honourarium	\$ -
\$ -	\$ -	\$ -	\$ -	Associate, Research and Policy	\$ 5,000.00
\$ -	\$ -	\$ -	\$ -	Associate, Research and Policy	\$ 5,000.00
\$ -	\$ -	\$ 1,000.00	\$ -	Partners in Higher Education	\$ 1,000.00
\$ 16,000.00	\$ 12,833.00	\$ 18,000.00	\$ 8,649.90	Provincial Travel and Conferences	\$ -
\$ 1,000.00	\$ 4,707.97	\$ 2,000.00	\$ 3,493.48	OUSA External Leadership	\$ 2,000.00
\$ 1,500.00	\$ 4,562.78	\$ 1,500.00	\$ 4,562.78	Elections Readiness	\$ 500.00
\$ 1,000.00	\$ 846.28	\$ 1,000.00	\$ 340.86	Municipal Advocacy	\$ 3,000.00
\$ 2,000.00	\$ 856.38	\$ 2,000.00	\$ 543.53	Community Relations	\$ -
\$ 2,000.00	\$ 2,034.19	\$ 2,000.00	\$ 658.50	Municipal Campaigns	\$ 2,000.00
\$ 1,000.00	\$ 1,389.43	\$ 1,000.00	\$ 468.93	Provincial Campaigns	\$ 1,000.00
\$ 2,000.00	\$ 30.00	\$ -	\$ -	Campus Campaigns	\$ -
\$ 750.00	\$ -	\$ 750.00	\$ 575.84	Campus Advocacy Meetings	\$ 1,000.00
<b>\$ 170,921.98</b>	<b>\$ 154,046.68</b>	<b>\$ 161,978.62</b>	<b>\$ 83,279.59</b>	<b>Total Vice-President</b>	<b>\$ 93,557.26</b>
				Admin	\$ 11,087.58
				Advocacy	\$ 46,524.74
				Student Development	\$ 32,444.95
				Student Programs/Services	\$ 3,500.00
				<b>Total Vice-President</b>	<b>\$ 94,557.26</b>



**Table 4a – Vice-President's Portfolio Changes**

Description	Change	Reason
Salary	Decreased by \$41276.10.	Previously two portfolios.
Occupancy	Decreased by \$19961.43.	Previously two portfolios; Peer Support Centre occupancy moved to Student Programs.
Meetings	Decreased by \$275.	Previously two portfolios.
Printing/Copying	Increased by \$100.	New expense.
Office Expenses	Decreased by \$100.	Previously two portfolios.
Telephone	Decreased by \$250.	Previously two portfolios.
Initiatives	Decreased by \$4000.	Previously two portfolios.
Miscellaneous	-	-
Academic and Advocacy Roundtable	No change.	-
Caucus Support	Increased by \$2000.	New expense.
Recognitions Program	Increased by \$700.	Expanded program.
Chair of the President's Committee on Recognition	No change.	Renamed position, formerly Teaching Quality Awards.
Associate Vice-President	Increased by \$10,500.	New position.
AVP External	Decreased by \$5000.	Position removed.
Municipal Policy Honourarium	Decreased by \$1000.	Position removed.
Provincial Policy Honourarium	Decreased by \$1000.	Position removed.
Associate, Research and Policy	Increased by \$5000.	New position.
Associate, Research and Policy	Increased by \$5000.	New position.
Partners in Higher Education	No change.	-
Provincial Travel and Conferences	Decreased by \$18000.	Reallocated to the OUSA transfers out.
External Leadership	No change.	OUSA reimburses 50% of the cost.
Elections Readiness	Decreased by \$500.	No expected election in 2016/2017.
Municipal Advocacy	Increased by \$2000.	Expense combined with Community Relations.
Community Relations	Decreased by \$2000.	Expense combined with Municipal Advocacy.
Municipal Campaigns	No change.	-
Provincial Campaigns	No change.	-
Campus Campaigns	No change.	-
Campus Advocacy Meetings	Increased by \$250.	Standardize with other advocacy initiatives.



### STUDENT PROGRAMS OFFICER

#### Overview

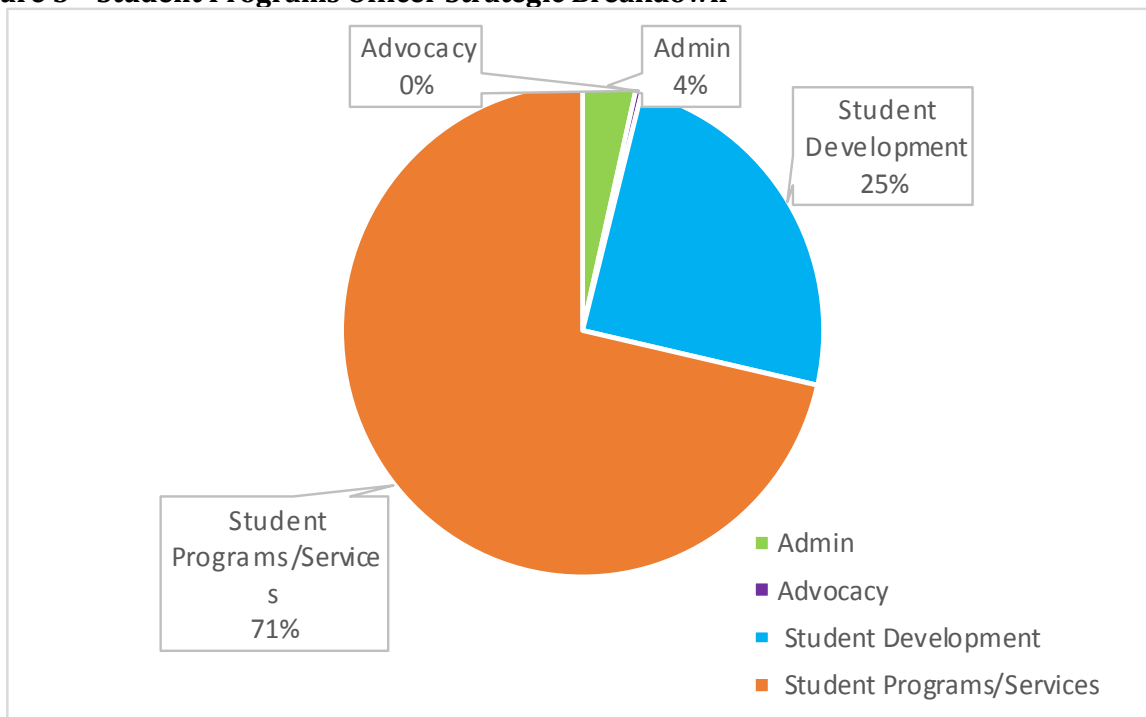
The Student Programs Officer portfolio is largely an amalgamation of event, service and program budgets from across the executive given the new composition changes. This has meant a seemingly significant increase in funding, but is necessary for the new changes to be effectively implemented by the portfolio. Additionally, while there is an expense to any function the University Students' Council performs, hosting events and delivering services can be costly in comparison to advocacy and policy initiatives. This results in a large bottom line, but one that is carefully planned given the responsibilities of the role and the value it provides to students.

#### Key Changes

Changes important to the portfolio are primarily increased occupancy costs and the salaries allocated for Associates of the Student Programs Officer. Occupancy increases are driven by the portfolio's new jurisdiction over the Peer Support Centre added to other existing spaces like the Clubs Space. With the new executive structure, it was important to be able to enhance student opportunity and give a position like the Student Programs Officer the ability to delegate work.

Increases are realized in the addition of Associates that can work up to 25 hours a week for each major portfolio wing. Another substantive change lies in the reconfiguration of programming dollars for more flexible use. Variations of programming spending have been explored over-time, however the budget should be a guiding document for the incoming SPO when completing the planning cycle. An example would be the charity programming that has been merged rather than prescriptively assigned to each event the program hosts. While the composition changes have had implications in all portfolios, the budget makes us able to track where event funding has been derived from in past budgets and centralize it in a natural home.

Figure 5 – Student Programs Officer Strategic Breakdown





**Table 5 – Student Programs Officer's Budget Portfolio**

Budget 2014/2015	Actual 2014/2015	Budget 2015/2016	YTD 2015/2016 DEC	Student Programs Officer	Budget 2016/2017
\$ 42,456.09	\$ 42,108.50	\$ 43,729.77	\$ 23,091.74	Salary	\$ 46,299.65
\$ 18,180.96	\$ 18,238.75	\$ 19,090.01	\$ 11,010.09	Occupancy	\$ 45,024.06
\$ 500.00	\$ 647.37	\$ 500.00	\$ -	Meetings	\$ 250.00
\$ -	\$ -	\$ -	\$ -	Printing/Copying	\$ 100.00
\$ 100.00	\$ 44.29	\$ 100.00	\$ 28.20	Office Expenses	\$ 100.00
\$ 75.00	\$ 5.09	\$ 75.00	\$ 9.17	Telephone	\$ 25.00
\$ 4,000.00	\$ 3,792.64	\$ 4,000.00	\$ 116.89	Initiatives	\$ 4,000.00
\$ 300.00	\$ -	\$ 300.00	\$ 22.85	Events Roundtable	\$ 300.00
\$ 1,000.00	\$ 500.00	\$ -	\$ 500.00	Student Writer-in-Residence Honourarium	\$ 500.00
\$ 5,000.00	\$ 3,072.16	\$ 11,300.00	\$ 3,850.00	Associate, Clubs	\$ 10,500.00
\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -	Clubs Policy Honourarium	\$ 1,000.00
\$ -	\$ 1,500.00	\$ -	\$ -	Clubs Finance Honourarium	\$ 1,000.00
\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -	Clubs Events Honourarium	\$ -
\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -	Clubs Outreach Honourarium	\$ -
\$ 5,000.00	\$ 4,454.21	\$ 5,000.00	\$ 2,850.00	Associate, Events	\$ 10,500.00
\$ -	\$ -	\$ -	\$ -	Campus Events Honourarium	\$ 1,000.00
\$ 1,000.00	\$ -	\$ 1,000.00	\$ -	Purple Events Honourarium	\$ -
\$ 1,000.00	\$ 1,500.00	\$ 1,000.00	\$ -	Theatre Western Honourarium	\$ 1,000.00
\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -	Charity Honourarium	\$ 1,000.00
\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -	Charity Ball Honourarium	\$ -
\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -	Early Outreach Honourarium	\$ 1,000.00
\$ -	\$ -	\$ -	\$ -	Income Tax Honourarium	\$ 1,000.00
\$ -	\$ 1,000.00	\$ 1,000.00	\$ -	Public Arts Honourarium	\$ -
\$ 1,500.00	\$ 1,500.00	\$ 1,000.00	\$ -	EnviroWestern Honourarium	\$ 1,000.00
\$ 500.00	\$ 500.00	\$ 1,000.00	\$ -	First Year Involvement Honourarium	\$ -
\$ 5,000.00	\$ 5,208.14	\$ 5,000.00	\$ 1,300.00	Associate, Peer Programs	\$ 10,500.00
\$ 1,500.00	\$ 1,500.00	\$ 1,000.00	\$ 500.00	Pride Western Honourarium	\$ 1,000.00
\$ 1,500.00	\$ 1,500.00	\$ 1,000.00	\$ -	Ethnocultural Support Services Honourarium	\$ 1,000.00
\$ 1,500.00	\$ 1,500.00	\$ 1,000.00	\$ -	Women's Issue Network Honourarium	\$ 1,000.00
\$ 1,500.00	\$ 1,500.00	\$ 1,000.00	\$ -	Food Support Honourarium	\$ 1,000.00
\$ 1,500.00	\$ 1,500.00	\$ 1,000.00	\$ -	Ally Western Honourarium	\$ 1,000.00
\$ -	\$ -	\$ -	\$ -	Health Honourarium	\$ 1,000.00
\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -	Sexual Health and Consent Honourarium	\$ -
\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ -	Health and Wellness Honourarium	\$ -
\$ 1,000.00		\$ 1,000.00	\$ -	Accessibility Honourarium	\$ 1,000.00
\$ 10,000.00	\$ 7,286.13	\$ 1,000.00	\$ 500.00	Peer Support Centre Supervisor	\$ 5,000.00
\$ 5,000.00		\$ -	\$ -	Associate, Orientation	\$ 10,500.00
\$ -	\$ -	\$ -	\$ -	Faculty Soph Team Reserve	\$ 5,000.00
\$ -	\$ -	\$ 2,500.00	\$ 2,500.00	O-Staff Stipend (5)	\$ 2,500.00
\$ -	\$ -	\$ 2,500.00	\$ 1,000.00	Charity Orientation Honouraria (5)	\$ -
\$ 1,250.00	\$ -	\$ -	\$ -	Charity Orientation Week Food	\$ -



## University Students' Council of the University of Western Ontario

Budget 2014/2015	Actual 2014/2015	Budget 2015/2016	YTD 2015/2016 DEC	Student Programs Officer	Budget 2016/2017
\$ 65,000.00	\$ 117,246.64	\$ 90,000.00	\$ 40,832.64	<b>Student Programming</b>	\$ 65,000.00
\$ -	\$ -	\$ -	\$ 700.11	Peer Coordinator Programming	\$ 15,000.00
\$ 4,000.00	\$ 2,601.46	\$ -	\$ -	Pride Western Campaigns	\$ -
\$ 2,000.00	\$ 1,523.97	\$ -	\$ -	EnviroWestern Campaigns	\$ -
\$ 2,000.00	\$ 716.19	\$ -	\$ -	Ally Campaigns	\$ -
\$ 3,500.00	\$ 2,111.35	\$ -	\$ -	Health and Wellness Campaigns	\$ -
\$ 2,000.00	\$ 1,190.85	\$ -	\$ -	Sexual Health and Consent Campaigns	\$ -
\$ 1,800.00	\$ 1,489.30	\$ -	\$ -	Ethnocultural Programming	\$ -
\$ 3,000.00	\$ 3,000.00	\$ -	\$ -	Women's Issues Programming	\$ -
\$ 10,000.00	\$ 10,000.00	\$ 10,000.00	\$ 10,581.98	Wave and Spoke Programming	\$ 10,000.00
\$ 1,000.00	\$ -	\$ 10,000.00	\$ 10,000.00	Homecoming Programming	\$ 10,000.00
\$ 1,800.00	\$ 2,469.44	\$ 1,800.00	\$ 3,803.30	<b>Theatre Western Programming</b>	\$ 2,000.00
\$ -	\$ -	\$ -	\$ 1,223.13	Charity Programming	\$ 10,000.00
\$ 3,000.00	\$ 2,999.10	\$ 3,000.00	\$ 520.29	Halloween Event	\$ -
\$ 1,300.00	\$ 1,326.30	\$ 1,300.00	\$ 853.51	Winter Holiday Event	\$ -
\$ 2,000.00	\$ -	\$ -	\$ -	EnviroWestern Programming	\$ 4,000.00
\$ 8,000.00	\$ 11,691.40	\$ 8,000.00	\$ -	Early Outreach Programming	\$ 8,000.00
\$ -	\$ 4,787.68	\$ 5,000.00	\$ 700.11	Campus Events Programming	\$ 5,000.00
\$ 3,000.00	\$ 1,709.05	\$ -	\$ -	Festival of the Arts	\$ -
\$ 1,000.00	\$ 250.00	\$ -	\$ -	Arts Initiatives	\$ -
\$ 500.00	\$ 831.30	\$ 500.00	\$ 6.84	First Year Student Student Initiatives	\$ -
\$ -	\$ -	\$ -	\$ -	Income Tax Clinic	\$ 1,500.00
\$ 2,000.00	\$ 187.06	\$ 2,000.00	\$ (340.72)	Clubs Week	\$ 2,000.00
\$ 200.00	\$ 338.60	\$ 250.00	\$ 1.86	Clubs Governance Committee	\$ 100.00
\$ 1,000.00	\$ 310.20	\$ 1,000.00	\$ 108.03	Clubs Training	\$ 500.00
\$ 500.00	\$ 1,630.66	\$ 500.00	\$ 113.69	Clubs Appreciation	\$ 500.00
\$ 500.00	\$ 142.04	\$ 500.00	\$ -	Clubs Outreach	\$ 500.00
\$ 100.00	\$ 4.35	\$ 100.00	\$ 4.35	Clubs Office Expenses	\$ 100.00
\$ 750.00	\$ 404.73	\$ 750.00	\$ 20.07	Food Support Stocking	\$ 750.00
\$ 1,000.00	\$ 700.00	\$ 1,000.00	\$ -	Food Support Vouchers	\$ 1,000.00
\$ 500.00	\$ -	\$ 500.00	\$ (616.90)	Food Support Emergencies	\$ 500.00
\$ 1,000.00	\$ 884.20	\$ 150.00	\$ 401.98	Peer Support Centre Telephone	\$ 150.00
\$ 4,000.00	\$ 3,260.94	\$ 4,000.00	\$ 2,219.69	Peer Support Centre Initiatives	\$ 5,000.00
\$ 750.00	\$ 340.95	\$ 750.00	\$ 135.05	Peer Support Centre Office Expenses	\$ 500.00
\$ 800.00	\$ 1,400.00	\$ 800.00	\$ 1,600.00	LGBT Discussion Groups	\$ 1,600.00
\$ 3,000.00	\$ 59.80	\$ 3,000.00	\$ 1,480.49	Support Projects	\$ -
\$ -	\$ -	\$ -	\$ -	Eating Disorder Discussion Groups	\$ 1,000.00
\$ -	\$ -	\$ -	\$ -	External Wellness Program Facilitator	\$ 1,000.00
\$ 1,000.00	\$ 523.37	\$ 1,000.00	\$ 439.87	Peer Support Promotions	\$ 1,000.00
\$ 250,362.05	\$ 282,988.21	\$ 259,994.78	\$ 122,068.31	<b>Total Student Programs Officer</b>	\$ 312,798.71
				Admin	\$ 11,104.96
				Advocacy	\$ 1,300.00
				Student Development	\$ 76,944.95
				Student Programs/Services	\$ 223,448.80
				<b>Total Student Programs Officer</b>	\$ 312,798.71

3

<sup>3</sup> Green numbers refer to cash in the account, noting a positive position. Turquoise numbers are net numbers (the difference of revenue and expenses).



**Table 5a – Student Programs Officer's Portfolio Changes**

Description	Change	Reason
Salary	Increased by \$2499.88.	Executive salaries increase by 2% annually. Includes 40hrs for work in April, and submission of a final report.
Occupancy	Increased by \$25934.05.	Includes Clubs Space and Peer Support occupancy.
Meetings	Decreased by \$250.	Deemed as too much.
Printing/Copying	Increased by \$100.	New expense.
Office Expenses	No change.	-
Telephone	Decreased by \$50.	Deemed as too much.
Initiatives	No change.	-
Events Roundtable	No change.	-
Student Writer-in-Residence Honourarium	Increased by \$500.	Never previously allocated.
Associate, Clubs	Increased by \$5,500.	New Associate position.
Clubs Policy Honourarium	No change.	-
Clubs Finance Honourarium	No change.	Moved from Secretary-Treasurer portfolio.
Clubs Outreach Honourarium	No change.	-
Associate, Events	Increased by \$5,500.	New Associate position.
Campus Events Honourarium	Increased by \$1000.	New position; expands previously on Purple Events.
Purple Events Honourarium	Decreased by \$1000.	Position no longer exists.
Theatre Western Honourarium	No change.	-
Charity Honourarium	No change.	-
Charity Ball Honourarium		
Early Outreach Honourarium	No change.	-
Income Tax Honourarium	Increased by \$1000.	Position returned.
EnviroWestern Honourarium	No change.	-
First Year Involvement Honourarium	Decreased by \$1000.	Position removed as no longer relevant.
Associate, Peer Programs	Increased by \$5,500.	New Associate position.
Pride Western Honourarium	No change.	-
Ethnocultural Support Services Honourarium	No change.	-
Women's Issues Network Honourarium	No change.	-
Food Support Honourarium	No change.	-
Ally Western Honourarium	No change.	-
Health Honourarium	Increased by \$1000.	New position; combines Sexual Health and Consent/Health and Wellness.
Sexual Health and Consent Honourarium	Decreased by \$1000.	Position no longer exists.
Health and Wellness Honourarium	Decreased by \$1000.	Position no longer exists.
Student Appeals Honourarium	No change.	-



## University Students' Council of the University of Western Ontario

Peer Support Centre Supervisor	Increased by \$5000.	New position.
Associate, Orientation	Increased by \$10,500.	New Associate position.
O-Staff Appreciation	No change.	-
Charity Orientation Honouraria (5)	Decreased by \$2500.	Charity now a member of O-Staff.
Student Programming	Decreased by \$25000.	Partially reallocated to more coordinator programming. (Net number)
Peer Coordinator Programming.	Increased by \$15000.	New expense.
Wave & Spoke Programming.	No change.	-
Homecoming Programming	No change.	-
Theatre Western Programming	Increased by \$200.	Reflects the needs of the program. (Net number)
Charity Programming	Increased by \$10000.	New expense.
Charity Halloween Event	Decreased by \$3000.	Moved to Charity Programming.
Charity Winter Holiday Event	Decreased by \$1300.	Moved to Charity Programming.
EnviroWestern Programming	Increased by \$4000.	New expense; to meet the demand of the program.
Early Outreach Programming	No change.	-
Campus Events Programming	No change.	-
First Year Student Initiatives	Decreased by \$500.	Program no longer exists due to new caucus system.
Income Tax Clinic Program	Increased by \$1500.	Program returned; moved from Secretary-Treasurer's portfolio.
Clubs Week	No change.	-
Clubs Governance Committee	Decreased by \$150.	Deemed as too much.
Clubs Training	Decreased by \$500.	Deemed as too much; moved online this year.
Clubs Appreciation	No change.	-
Clubs Outreach	No change.	-
Clubs Office Expenses	No change.	-
Food Support Stocking	No change.	-
Food Support Vouchers	No change.	-
Food Support Emergencies	No change.	-
Peer Support Telephone	No change.	-
Peer Support Initiatives	Increased by \$1000.	To meet new demands of the centre and programs.
Peer Support Centre Office Expenses	Decreased by \$250.	Deemed as too much.
LGBT Discussion Groups	Increased by \$800.	Previously inaccurately allocated.
Support Projects	Decreased by \$2000.	Combined with Peer Support Initiatives.
Eating Disorder Discussion Groups	Increased by \$1000.	New expense.
External Wellness Program Facilitator	Increased by \$1000.	New expense.
Peer Support Promotions	No change.	-



### SECRETARY-TREASURER

#### Overview

The Secretary-Treasurer portfolio is a support role, providing financial and governance assistance to many branches of the University Students' Council and the larger Western student community. A significant portion of the Secretary-Treasurer's budget is dedicated to the student staff within the portfolio, as they provide immaterial but integral functionality to the organization. Apart from the immediate expenses surrounding the office of the Secretary-Treasurer, the development and planning of elections is a substantive allocation. With the Chief Returning Officer and Deputy Returning Officer hired in this portfolio, elections programming and subsidies are now accountable to the prudence of the Secretary-Treasurer. This will allow both greater oversight and greater logistical support to continue successful and meaningful development of the University Students' Council's election cycles.

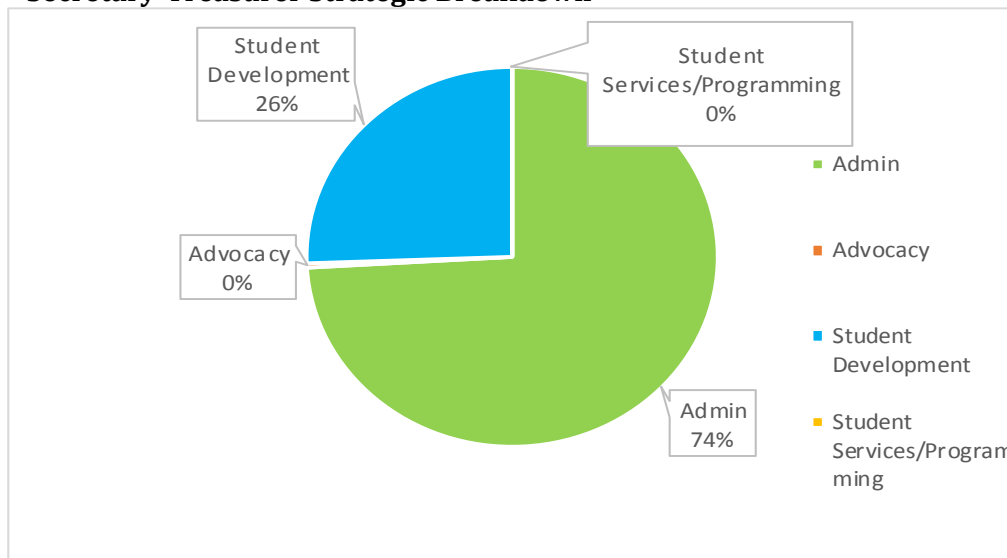
#### Key Changes

The two augmentations to the Secretary-Treasurer portfolio is the addition of the Associate, Governance and the increase in the Elections allocation.

The Associate, Governance is a new position, a part of the Associate Program, which will act as a support to the policy efforts of the Secretary-Treasurer. This will further achieve the renewed goal of the University Students' Council to ensure proper compliance and good governance. Additionally, the Associate, Governance will also provide a support function to the Elections Governance Committee and elections planning. This measure will alleviate policy-stress from the Chief Returning Officer, and allow that position the capacity to focus solely on the University Students' Council's PVP Election season rather than be weighed down by election policy work throughout the academic term.

The Elections allocation has increased significantly to reflect the increased costs of running an engaging election and providing the necessary support to Elections Governance Committee members.

Figure 6 – Secretary-Treasurer Strategic Breakdown





**Table 6 – Secretary-Treasurer’s Budget**

2014/2015 Budget	2014/2015 Actual	2015/2016 Budget	YTD 2015/2016 DEC	Secretary-Treasurer	Budget 2016/2017
\$ 42,456.09	\$ 42,108.50	\$ 43,729.77	\$ 19,792.92	Salary	\$ 46,299.65
\$ 13,381.20	\$ 7,436.95	\$ 14,050.26	\$ 922.74	Occupancy	\$ 1,777.72
\$ 500.00	\$ 580.39	\$ 500.00	\$ 80.22	Meetings	\$ 250.00
\$ -	\$ 3.40	\$ -	\$ 194.15	Printing/Copying	\$ 250.00
\$ 100.00	\$ 351.94	\$ 100.00	\$ 228.72	Office Expenses	\$ 100.00
\$ 75.00	\$ 8.36	\$ 75.00	\$ 4.52	Telephone	\$ 25.00
\$ 4,000.00	\$ 1,428.07	\$ 4,000.00	\$ 340.74	Initiatives	\$ 4,000.00
\$ 300.00	\$ 29.00	\$ 300.00	\$ -	Finance and Governance Roundtable	\$ 300.00
\$ 5,000.00	\$ 802.71	\$ 5,000.00	\$ 1,250.00	Associate, Finance and Internal Audit	\$ 5,000.00
\$ -	\$ -	\$ -	\$ -	Associate, Governance	\$ 5,000.00
\$ -	\$ -	\$ -	\$ 4,750.00	Chief Returning Officer	\$ 1,000.00
\$ -	\$ -	\$ -	\$ -	Deputy Returning Officer Honourarium	\$ 1,000.00
\$ 1,500.00		\$ 1,000.00	\$ -	Club Finance Coordinator	\$ -
\$ 1,000.00	\$ 1,000.00	\$ -	\$ -	Income Tax Clinic Honourarium	\$ -
\$ 500.00	\$ 1,650.66	\$ -	\$ -	Income Tax Clinic Program	\$ -
\$ 5,000.00	\$ 8,801.53	\$ -	\$ -	Purple Bikes Intern	\$ -
\$ 500.00	\$ -	\$ -	\$ -	Purple Bikes Volunteer Appreciation	\$ -
\$ 1,000.00	\$ 648.18	\$ -	\$ -	Purple Bikes Marketing and Promotions	\$ -
\$ 12,996.00	\$ 11,278.42	\$ -	\$ -	Purple Bikes Occupancy	\$ -
\$ 3,000.00	\$ 3,000.00	\$ 3,000.00	\$ -	Elections Honourariums	\$ -
\$ 2,000.00	\$ 1,719.81	\$ 2,000.00	\$ 13.19	Elections	\$ 4,000.00
\$ 3,000.00	\$ -	\$ 3,000.00	\$ -	Referendum	\$ 3,000.00
\$ 10,000.00	\$ 3,186.19	\$ 10,000.00	\$ 453.57	Elections Subsidies	\$ 10,000.00
<b>\$ 106,308.29</b>	<b>\$ 84,034.11</b>	<b>\$ 86,755.03</b>	<b>\$ 28,030.77</b>	<b>Total Secretary-Treasurer</b>	<b>\$ 82,002.36</b>
				Admin	\$ 60,757.42
				Advocacy	\$ 300.00
				Student Development	\$ 20,944.95
				Student Services/Programming	\$ -
				<b>Total Secretary-Treasurer</b>	<b>\$ 82,002.36</b>



**Table 6a – Secretary-Treasurer’s Portfolio Changes**

Description	Change	Reason
Salary	Increased by \$2499.53.	Executive salaries increased by 2%. Includes 40hrs in April, and submission of a final report.
Occupancy	Decreased by \$12272.54.	No longer includes Purple Bikes Occupancy.
Meetings	Decreased by \$250.	Deemed as too much.
Printing/Copying	Increased by \$250.	New expense.
Office Expenses	No change.	-
Telephone	Decreased by \$50.	Deemed as too much.
Initiatives	No change.	-
Finance and Governance Roundtable	No change.	-
Associate, Finance and Internal Audit	No change.	-
Associate, Governance	Increased by \$5000.	New position.
Chief Returning Officer	Decreased by \$4000.	Changed into a coordinator.
Deputy Returning Officer	Increased by \$1000.	New position.
Club Finance Coordinator	Decreased by \$1000.	Moved to Student Programs Officer portfolio.
Income Tax Clinic Honourarium	Decreased by \$1000.	Moved to Student Programs Officer portfolio.
Income Tax Clinic Program	Decreased by \$500.	Moved to Student Programs Officer portfolio.
Elections Honourariums	Decreased by \$3000.	Changed allocation to Chief Returning and Deputy Returning Honourariums.
Elections	Increased by \$2000.	To meet new demands.
Referendum	No change.	-
Elections Subsidies	No change.	-



### COMMUNICATIONS OFFICER

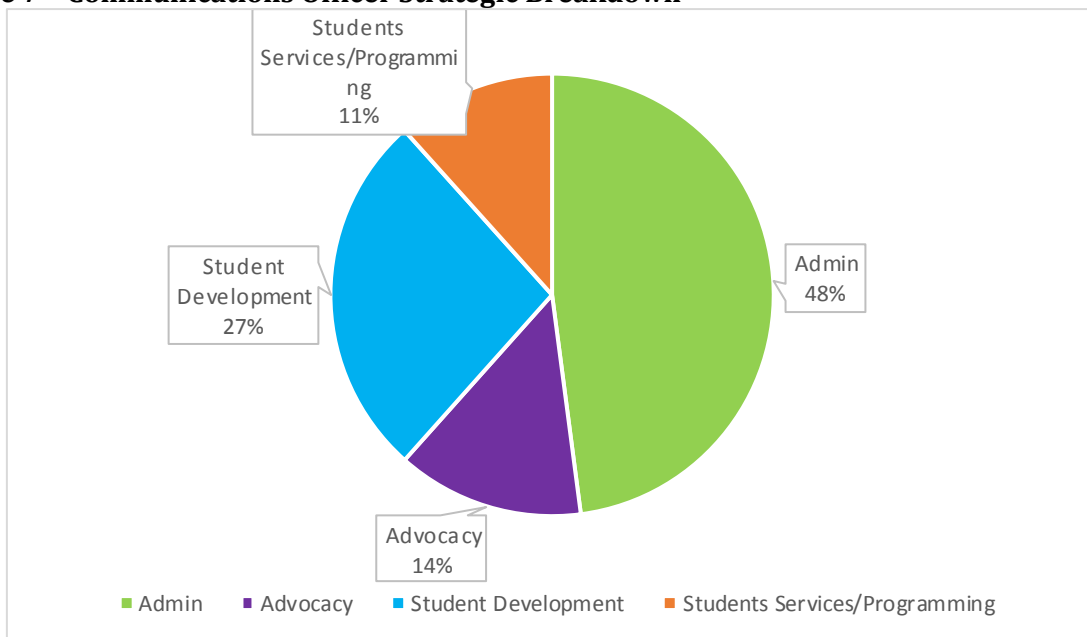
#### Overview

The Communications Officer's role is crucial, to facilitate communications and issue management on behalf of the organization, but is also broad. This communication can take many different forms, and each new issue the University Students' Council faces will not be the same as the last. As such, it is important that the communications budget remains flexible to handle ever-changing media landscapes and content platforms. Sums of funds labelled "promotions," "publications" and "initiatives" may seem vague but actually best equips the individual in the role to be creative and plan dynamic communications strategies.

#### Key Changes

Other budgetary changes include the reorganization of responsibilities between University Students' Council Promotions, a department now one-year-old, and the communications portfolio. This includes the removal of Social Media and Marketing Coordinators and instead the addition of Digital Content and Public Campaigns Coordinators – both with more of a political focus. These changes mirror a continuing shift away from solely promotions and instead towards community or public relations. The coordinators will help assist the Communications Officer in executing newly defined roles and responsibilities. Engagement, feedback and public relations are growing functions of the portfolio and to ensure they are further enhanced and maintained these new positions were added.

Figure 7 – Communications Officer Strategic Breakdown





**Table 7 – Communications Officer's Budget**

2014/2015 Budget	Actual 2014/2015	2015/2016 Budget	YTD 2015/2016	Communications Officer	Budget 2016/2017
\$ 42,456.09	\$ 42,108.50	\$ 43,729.77	\$ 23,091.74	Salary	\$ 46,299.65
\$ 5,067.24	\$ 4,794.42	\$ 5,320.60	\$ 1,019.51	Occupancy	\$ 1,727.50
\$ 500.00	\$ 872.75	\$ 1,000.00	\$ 213.05	Meetings	\$ 250.00
\$ -	\$ -	\$ -	\$ -	Printing/Copying	\$ 100.00
\$ 100.00	\$ 70.50	\$ 100.00	\$ 125.20	Office Expenses	\$ 100.00
\$ 4,000.00	\$ 987.98	\$ 4,000.00	\$ 284.78	Initiatives	\$ 4,000.00
\$ 75.00	\$ 10.87	\$ 75.00	\$ 8.16	Telephone	\$ 25.00
\$ 300.00	\$ -	\$ 300.00	\$ -	Communications Roundtable	\$ 300.00
\$ -	\$ -	\$ -	\$ 2,500.00	Associate, Communications	\$ 5,000.00
\$ -	\$ -	\$ -	\$ -	Digital Content Honourarium	\$ 1,000.00
\$ -	\$ -	\$ -	\$ -	Feedback Honourarium	\$ 1,000.00
\$ -	\$ -	\$ -	\$ -	Public Campaigns Honourarium	\$ 1,000.00
\$ 5,000.00	\$ 2,032.09	\$ -	\$ -	AVP Marketing	\$ -
\$ 5,000.00		\$ -	\$ -	Graphics Coordinator	\$ -
\$ 5,000.00	\$ 3,877.93	\$ 5,000.00	\$ -	Associate Director of Communications	\$ -
\$ -	\$ -	\$ 1,000.00	\$ -	Public Affairs Honourarium	\$ 1,000.00
\$ -	\$ -	\$ 1,000.00	\$ -	Community Relations Coordinator	\$ -
\$ -	\$ -	\$ 1,000.00	\$ -	Social Media Coordinator	\$ -
\$ -	\$ -	\$ 1,000.00	\$ -	Marketing Coordinator	\$ -
\$ 1,000.00	\$ 1,000.00	\$ -	\$ -	Student Feedback Honourarium	\$ -
\$ 2,250.00	\$ 1,826.14	\$ -	\$ -	Change Camp	\$ -
\$ 750.00	\$ 1,712.60	\$ 1,500.00	\$ 1,318.26	Student Engagement/Feedback	\$ 1,500.00
\$ 2,500.00	\$ 500.00	\$ 2,500.00	\$ 425.43	Publications	\$ 2,500.00
\$ 100.00	\$ 172.58	\$ -	\$ -	Concrete Speech Program	\$ -
\$ 1,000.00	\$ -	\$ -	\$ -	Concrete Speech Honourarium	\$ -
\$ 2,500.00	\$ 500.00	\$ -	\$ -	Team USC Honourarium	\$ -
\$ 1,000.00	\$ 3,900.87	\$ -	\$ -	Team USC O-Week Team Expenses	\$ -
\$ 500.00	\$ 1,000.00	\$ -	\$ -	Big Purple Couch	\$ -
\$ 1,000.00	\$ 1,120.98	\$ -	\$ -	Big Purple Couch Honourarium	\$ -
\$ 10,000.00	\$ 6,371.13	\$ -	\$ -	Promotions	\$ 18,000.00
\$ -	\$ -	\$ 5,000.00	\$ 624.27	Communications Campaign	\$ 5,000.00
<b>\$ 90,098.33</b>	<b>\$ 72,859.34</b>	<b>\$ 72,525.37</b>	<b>\$ 29,610.40</b>	<b>Total Communications Officer</b>	<b>\$ 88,802.14</b>
				Admin	\$ 42,557.20
				Advocacy	\$ 12,133.33
				Student Development	\$ 23,778.28
				Students Services/Programming	\$ 10,333.33
				<b>Total Communications Officer</b>	<b>\$ 88,802.14</b>

**Table 7a – Communications Officer's Portfolio Changes**



## University Students' Council of the University of Western Ontario

Description	Change	Reason
Salary	Increased by \$2499.53.	Executive salaries increased by 2%. Includes 40hrs in April, and submission of a final report.
Occupancy	Decreased by \$3593.10.	Occupancy no longer includes Western TV.
Meetings	Decreased by \$750.	Deemed as too much.
Printing/Copying	New.	Printing/Copying has been divided from the President's portfolio.
Office Expenses	No change.	-
Initiatives	No change.	-
Telephone	Decreased by \$50.	Deemed as too much.
Communications Roundtable Associate, Communications	No change.	-
Digital Content Honourarium	Increased by \$1000.	New position.
Feedback Honourarium	Increased by \$1000.	New position.
Public Campaigns Honourarium	Increased by \$1000.	New position.
Public Affairs Honourarium	No change.	-
Community Relations Honourarium	Decreased by \$1000.	Position no longer exists.
Social Media Honourarium	Decreased by \$1000.	Position no longer exists.
Marketing Honourarium	Decreased by \$1000.	Position no longer exists,
Student Engagement/Feedback	No change.	-
Publications	No change.	-
Promotions	Increased by \$18000.	Moved from President's portfolio and increased to reflect costs of promotions.
Communications Campaigns	No change.	-



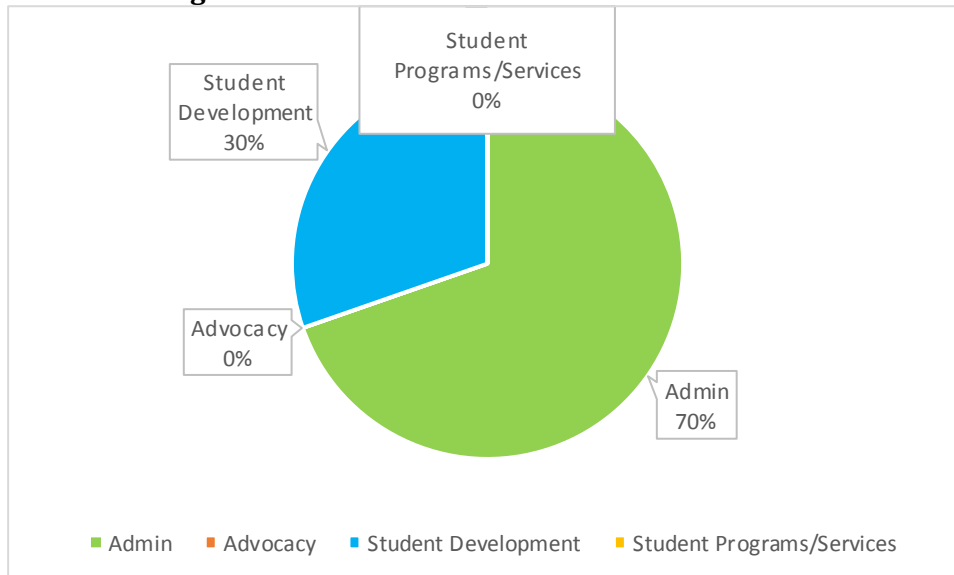
### COUNCIL

#### Key changes

The budget of the University Students' Council's Council for 2016/2017 remains consistent with previous years. The most important change in allocations is the reduction of the Speaker's salary from a part-time wage, to a dual-installment stipend as approved by Council earlier this year.

Additionally, the Council Clerk has moved from being an allocation responsible to the Council, and is now a part-time position in Government Services, allowing for proper support mechanisms to be in place to ensure governance compliance.

Figure 8 – Council Strategic Breakdown





**Table 8 – Council's Budget**

2014/2015 Budget	Actual 2014/2015	2015/2016 Budget	YTD 2015/2016 C	Council	Budget 2016/2017
\$ 2,500.00	\$ 1,205.45	\$ 2,500.00	\$ 1,202.15	Council Travel	\$ 2,500.00
\$ 3,400.00	\$ 1,279.94	\$ 3,400.00	\$ -	Council Training	\$ 3,400.00
\$ 2,800.00	\$ 252.56	\$ 2,800.00	\$ -	Council Appreciation	\$ 2,800.00
\$ 5,600.00	\$ 6,895.41	\$ 5,600.00	\$ 4,243.95	Council Meetings	\$ 5,600.00
\$ 500.00	\$ 671.31	\$ 500.00	\$ 101.45	Council Copying and Printing	\$ 500.00
\$ 750.00	\$ 750.00	\$ 11,300.00	\$ 8,169.92	Speaker Stipend	\$ 1,000.00
\$ -		\$ 1,000.00	\$ -	Deputy Speaker Stipend	\$ 1,000.00
\$ 500.00	\$ -	\$ 1,000.00	\$ -	Standing Committee Meetings	\$ 1,000.00
\$ 1,500.00	\$ 750.00	\$ -	\$ -	Standing Committee Honourarium	\$ -
\$ 15,000.00	\$ 14,259.06	\$ -	\$ -	Governance Officer Honourarium	\$ -
\$ -	\$ -	\$ 1,000.00	\$ -	Council Clerk Honourarium	\$ -
<b>\$ 32,550.00</b>	<b>\$ 26,063.73</b>	<b>\$ 29,100.00</b>	<b>\$ 13,717.47</b>	<b>Total Council</b>	<b>\$ 17,800.00</b>
			\$ 5,547.55	Admin	\$ 12,400.00
			\$ -	Advocacy	\$ -
			\$ 8,169.92	Student Development	\$ 5,400.00
			\$ -	Student Programs/Services	\$ -
			\$ 13,717.47	<b>Total Council</b>	<b>\$ 17,800.00</b>

**Table 8a – Council's Portfolio Changes**

Description	Change	Reason
Council Travel	No change.	-
Council Training	No change.	-
Council Appreciation	No change.	-
Council Meetings	No change.	-
Council Copying and Printing	No change.	-
Speaker Stipend	Decreased by \$10300.	No longer a part-time position.
Deputy Speaker Stipend	No change.	-
Standing Committee Meetings	No change.	-
Council Clerk Honourarium	Decreased by \$1000.	Position moved to Government Services.



## CORPORATE OVERVIEW<sup>4</sup>

### Student Fees

The major source of revenue for the University Students' Council is student fees. This year our full-time equivalent number was negatively impacted as a result of a changed definition of part time student. Total impact was a net loss of 400 full-time equivalents, because of current full-time students classified as part-time.

The University Students' Council increased the Admin Fee by \$2.50 to ensure that students can continue to receive the high level of service that they have come to expect without being charged more for it each time they use the service.

Due to a difference of interpretation, the University Students' Council has changed the amount they charge the affiliates for the UCC fee. In the past, because a piece of the UCC fee was brought in by referendum, affiliates were charged 38% of the original fee plus 100% of the referendum fee. This interpretation was the direct result of the fact that all other referendum based fees were charged to affiliates at 100%. However, given there is a complete turnover of students involved with negotiating the affiliate agreement, the interpretation is being challenged. So as an act of goodwill as the University Students' Council enters negotiations with the affiliates, the University Students' Council is putting forward a fee schedule that charges the affiliates 38% of the UCC fee as a whole.

### Transfers Out

These are directly tied to the total number of students. This represents those amounts for which the University Students' Council collects a fee but then transfers the amounts collected out to a third party service provider. Examples include: health plan, dental plan and bus pass.

### Miscellaneous Revenue

This is generally interest earned from the organization's high-yield treasury account held at Scotiabank. Because the market has been so volatile and interest rates in general are plummeting, so has the amount of revenue that the University Students' Council earns.

### Corporate Salaries

Salaries have been adjusted to reflect an economic increase of 2% for all union and non-union staff. Salaries have also been adjusted for potential succession planning, retirement plans and contract reviews as well. All other corporate expenses remain status quo.

### Gazette

The Gazette is continuing with their digital transformation plan approved by Council in 2014/2015 and as a result, require a fee increase to go along with some increased expenses as part of the process. One of the ongoing struggles of The Gazette is decreasing Advertising revenue, which impacts both the Advertising/Composing and Editorial components of the department.

### Rentals

The University Students' Council is currently fully occupied in terms of tenants. The new Wellness Centre will open in second term of the 2016/2017 academic year and represents a partnership

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<sup>4</sup> Allocations in this section use parentheses ( ) to indicate numbers in a negative position. (4000) is the equivalent of -4000.



between the University Students' Council and Western University. The budget considers new opportunities for increased revenue in the former post office space. The space would be an extension of the Wellness Centre concept which would enable students to have ease of access to practitioners on the student health plan.

### **Events and Building Services**

The budget is fairly status quo in this area. One area to consider however, is the impact that the US dollar will have on booking American acts. Talent will become that much more expensive and the University Students' Council has a finite amount of money that it can put toward such activities.

### **Food and Beverage**

The rise of food costs is a reoccurring hindrance to the cost of goods at both the Wave and the Spoke. As food costs are expected to continue to increase, the University Students' Council will have to pay close attention to menu selection and costing of items to ensure that we are covering the increasing costs.

### **Western Film**

The University Students' Council is working on determining how to balance the two in an effort to increase both profitability and value with the student population. A viable option is to reclassify Western Film as a program, and to rebrand the McKellar Room as a space not restricted to being a theatre.

### **Promotions/Creative Services/Purple Store**

The University Students' Council is currently in the process of looking for new service delivery models for these operations in an effort to find efficiencies, be more effective and be more economic with existing resources. Some current considerations are seasonal augmentations to the Purple Store, and the use of graphics between Promotions and Creative Services. Additionally, WesternTV is being moved out of Promotions department and into The Gazette.

### **Finance Department**

The University Students' Council is working on a succession model for the finance department. The organization will have two managers working under the Senior Manager of the department – an accounting manager and a compliance manager. These two managers will be mentored by the senior manager of the department and will remain in place after the senior manager chooses to retire.



**Table 9 – Corporate Budget Summary**

<b>Revenues</b>				
<b>Actual 2014/2015</b>	<b>Budget 2015/2016</b>	<b>2015/2016 Projected</b>	<b>Description</b>	<b>Budget 2016/2017</b>
\$ 19,226,665.15	\$ 20,445,442.00	\$ 20,445,442.00	Student Fees	\$ 19,863,399.17
\$ (13,887,155.48)	\$ (14,656,142.00)	\$ (14,600,000.00)	Transfers Out	\$ (13,966,243.05)
\$ (881,924.00)	\$ (915,820.00)	\$ (915,820.00)	Fund Transfers	\$ (972,898.00)
<b>\$ 4,457,585.67</b>	<b>\$ 4,873,480.00</b>	<b>\$ 4,929,622.00</b>	<b>Net Student Fees</b>	<b>\$ 4,924,258.12</b>
\$ 167,890.00	\$ 220,000.00	\$ 90,000.00	Miscellaneous General Revenue	\$ 90,000.00
<b>\$ 4,625,475.67</b>	<b>\$ 5,093,480.00</b>	<b>\$ 5,019,622.00</b>	<b>Total Corporate Revenue</b>	<b>\$ 5,014,258.12</b>
<b>Expenses</b>				
<b>Actual 2014/2015</b>	<b>Budget 2015/2016</b>	<b>2015/2016 Projected</b>	<b>Description</b>	<b>Budget 2016/2017</b>
\$ (601,591.00)	\$ (654,128.00)	\$ (658,722.00)	General Corporate Expense	\$ (627,754.00)
\$ (420,394.00)	\$ (458,080.00)	\$ (451,986.00)	Corporate General Building Expense	\$ (475,950.00)
\$ (145,175.00)	\$ (149,250.00)	\$ (171,583.00)	Corporate Office Expense	\$ (184,460.00)
\$ (2,113,550.00)	\$ (1,803,007.00)	\$ (1,722,000.00)	Corporate Salaries/Benefits	\$ (1,738,185.00)
\$ -	\$ -	\$ (122,434.00)	Corporate Promotions and Commercial Partnerships	\$ (21,779.00)
<b>\$ (3,280,710.00)</b>	<b>\$ (3,064,465.00)</b>	<b>\$ (3,126,725.00)</b>	<b>Total Corporate</b>	<b>\$ (3,048,128.00)</b>
<b>\$ (753,208.00)</b>	<b>\$ (734,346.59)</b>	<b>\$ (720,000.00)</b>	<b>Executive and Council</b>	<b>\$ (735,865.00)</b>
\$ (71,715.00)	\$ (182,885.00)	\$ (226,719.00)	Gazette Advertising and Productions	\$ (195,877.00)
\$ (332,088.00)	\$ (395,912.00)	\$ (385,934.00)	Gazette Editorial	\$ (445,292.00)
<b>\$ (403,803.00)</b>	<b>\$ (578,797.00)</b>	<b>\$ (612,653.00)</b>	<b>Total Gazette</b>	<b>\$ (641,169.00)</b>
\$ 286,614.00	\$ 331,928.00	\$ 353,018.00	Rental Properties	\$ 380,000.00
\$ (63,730.00)	\$ (52,944.00)	\$ (56,000.00)	Daycare	\$ (60,000.00)
\$ (117,524.00)	\$ -	\$ -	Western Connections	\$ -
\$ (104,127.00)	\$ -	\$ -	Mustang Central	\$ -
\$ -	\$ (141,000.00)	\$ (110,000.00)	Volunteer Services	\$ (100,251.00)
\$ -	\$ (127,000.00)	\$ (127,315.00)	Government Services	\$ (151,898.00)
\$ (407,249.00)	\$ (609,282.00)	\$ (614,566.00)	Events and Building Services	\$ (609,833.00)
\$ 11,242.00	\$ (19,211.00)	\$ (42,381.00)	Wave	\$ (16,703.00)
\$ 181,736.00	\$ 174,460.00	\$ 161,752.00	Spoke	\$ 180,691.00
\$ (84,851.00)	\$ (25,539.00)	\$ (35,459.00)	Western Film	\$ (29,058.00)
\$ (10,879.00)	\$ 1,895.00	\$ 22,866.00	Purple Store	\$ (9,647.00)
\$ (88,247.00)	\$ (19,121.00)	\$ (41,581.00)	Creative Services	\$ (53,622.00)
\$ -	\$ (125,000.00)	\$ (125,776.00)	Promotions	\$ (94,254.00)
\$ -	\$ -	\$ (4,706.00)	Purple Bikes	\$ (4,000.00)
<b>\$ (397,015.00)</b>	<b>\$ (610,814.00)</b>	<b>\$ (620,148.00)</b>	<b>Total Operations</b>	<b>\$ (568,575.00)</b>
<b>\$ (209,260.33)</b>	<b>\$ 105,057.41</b>	<b>\$ (59,904.00)</b>	<b>Total USC (Expenses and Revenues)</b>	<b>\$ 20,521.12</b>



**Table 10 – Operation Budget Summary**

Actual 2014/2015	Description	Budget 2016/2017
\$ 314,271.77	Gazette Advertising and Productions Revenue	\$ 338,575.00
\$ (385,986.38)	Gazette Advertising and Productions Expenses	\$ (534,452.00)
\$ (332,088.00)	Gazette Editorial Expenses	\$ (445,292.00)
<b>\$ (403,802.61)</b>	<b>Net Gazette</b>	<b>\$ (641,169.00)</b>
\$ 461,136.00	Rental Properties Revenue	\$ 613,094.00
\$ (174,525.00)	Rental Properties Expenses	\$ (233,095.00)
<b>\$ 286,611.00</b>	<b>Net Rental Properties</b>	<b>\$ 379,999.00</b>
\$ 892,225.00	Western Connections Revenue	\$ -
\$ (1,009,749.00)	Western Connections Expenses	\$ -
\$ 197,600.00	Mustang Central Revenues	\$ -
\$ (301,727.00)	Mustang Central Expenses	\$ -
<b>\$ (221,651.00)</b>	<b>Net Building Services</b>	<b>\$ -</b>
\$ 64,256.00	Productions Revenue	\$ -
\$ (471,505.00)	Productions Expenses	\$ -
<b>\$ (407,249.00)</b>	<b>Net Productions</b>	<b>\$ -</b>
\$ -	Events and Building Services Revenue	\$ 779,899.00
\$ -	Events and Building Services Expenses	\$ (1,389,782.00)
<b>\$ -</b>	<b>Net Events and Building Services</b>	<b>\$ (609,883.00)</b>
\$ 119,101.00	Western Film Revenue	\$ 153,305.00
\$ (203,952.00)	Western Film Expenses	\$ (182,363.00)
\$ 1,563,807.00	Wave Revenues	\$ 1,583,100.00
\$ (1,552,565.00)	Wave Expenses	\$ (1,599,803.00)
\$ 2,660,798.00	Spoke Revenues	\$ 2,674,096.00
\$ (2,747,732.00)	Spoke Expenses	\$ (2,493,406.00)
<b>\$ (160,543.00)</b>	<b>Net Food and Beverage</b>	<b>\$ 134,929.00</b>
\$ 564,066.00	Creative Services Revenues	\$ 209,800.00
\$ (652,312.00)	Creative Services Expenses	\$ (263,422.00)
<b>\$ (88,246.00)</b>	<b>Net Creative Services</b>	<b>\$ (53,622.00)</b>
\$ 333,182.00	The Purple Store Revenues	\$ 363,990.00
\$ (344,062.00)	The Purple Store Expenses	\$ (373,637.00)
<b>\$ (10,880.00)</b>	<b>Net Purple Store</b>	<b>\$ (9,647.00)</b>
\$ -	Promotion Revenues	\$ 224,741.00
\$ -	Promotion Expenses	\$ (318,995.00)
<b>\$ -</b>	<b>Net Promotions</b>	<b>\$ (94,254.00)</b>
<b>\$ (1,005,760.61)</b>	<b>Total Operation</b>	<b>\$ (893,647.00)</b> <sup>5</sup>

<sup>5</sup> Western Connections, Mustang Central and Productions have been collapsed into Events and Building Services.

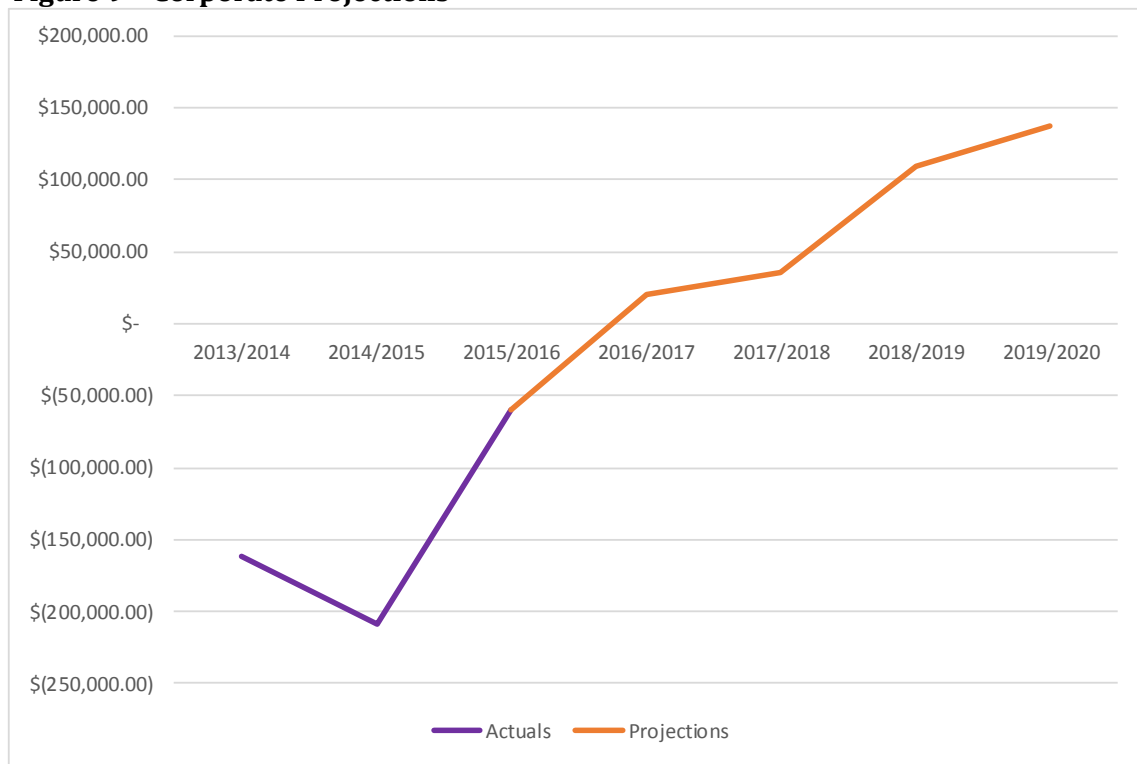


### CORPORATE MULTIYEAR PROJECTION

The University Students' Council multiyear projection posits a positive, upwards trend. Although there is a decrease in the bottom line in 2016/2017 compared to 2015/2016, the organization has reorganized to allow for future growth from present to fiscal 2020. The major financial obstacle of the upcoming cycle was the reclassification of a part-time student, as the tuition thresholds changed, so did the number of full-time students who were now being classified as part-time. Part-time students are levied different fees, and different amounts, than full-time students, thus a primary explanation in the budgeted decrease in student fees collected

As noted in Figure 9, however, beyond 2015/2016, there is a positive trend that will continue incremental growth the remaining half of the decade. One of the main reasons is implementation of staff succession planning, as the organization will undergo several corporate restructuring in the next four years. Corporate Salaries/Benefits is the notable decreasing expense because of this ongoing internal realignment. By 2019/2020, this allocation will become static, as most of corporate successions and transitions will have been completed.

**Figure 9 - Corporate Projections**



Additionally, we are expecting operations and services to incur fewer costs, as revenue generation is remaining static. One of the new tactical implementations among senior management is to ensure all expenditures are efficient and to recoup costs when able.

We are anticipating the reclassification of part-time students will only have a one-year impact on our student fee, because of the new unchartered tuition thresholds. We are expecting enrollment numbers to rebound in 2017/2018 in a more predictable manner.



**Table 11 – Corporate Multiyear Projection**

Revenues							
Actual 2013/2014	Actual 2014/2015	2015/2016 Projected	Description	Budget 2016/2017	Budget 2017/2018	Budget 2018/2019	Budget 2019/2020
\$ 17,839,363.00	\$ 19,226,665.15	\$ 20,445,442.00	Student Fees	\$ 19,863,399.17	\$ 20,321,150.70	\$ 20,727,573.71	\$ 21,142,125.18
\$ (13,132,804.00)	\$ (13,887,155.48)	\$ (14,600,000.00)	Transfers Out	\$ (13,966,243.05)	\$ (14,306,051.45)	\$ (14,592,172.48)	\$ (14,884,015.93)
\$ (851,040.00)	\$ (881,924.00)	\$ (915,820.00)	Fund Transfers	\$ (972,898.00)	\$ (997,220.00)	\$ (1,022,151.00)	\$ (1,047,705.00)
<b>\$ 3,855,519.00</b>	<b>\$ 4,457,585.67</b>	<b>\$ 4,929,622.00</b>	<b>Net Student Fees</b>	<b>\$ 4,924,258.12</b>	<b>\$ 5,017,879.24</b>	<b>\$ 5,113,250.23</b>	<b>\$ 5,210,404.25</b>
\$ 521,483.00	\$ 167,890.00	\$ 90,000.00	Miscellaneous General Revenue	\$ 90,000.00	\$ 90,000.00	\$ 90,000.00	\$ 90,000.00
<b>\$ 4,377,002.00</b>	<b>\$ 4,625,475.67</b>	<b>\$ 5,019,622.00</b>	<b>Total Corporate Revenue</b>	<b>\$ 5,014,258.12</b>	<b>\$ 5,107,879.24</b>	<b>\$ 5,203,250.23</b>	<b>\$ 5,300,404.25</b>
Expenses							
Actual 2013/2014	Actual 2014/2015	2015/2016 Projected	Description	Budget 2016/2017	Budget 2017/2018	Budget 2018/2019	Budget 2019/2020
\$ (596,019.00)	\$ (601,591.00)	\$ (658,722.00)	General Corporate Expense	\$ (627,754.00)	\$ (634,031.54)	\$ (640,371.86)	\$ (646,775.57)
\$ (398,952.00)	\$ (420,394.00)	\$ (451,986.00)	Corporate General Building Expense	\$ (475,950.00)	\$ (499,748.00)	\$ (524,735.00)	\$ (550,972.00)
\$ (120,117.00)	\$ (145,175.00)	\$ (171,583.00)	Corporate Office Expense	\$ (184,460.00)	\$ (187,227.00)	\$ (190,035.00)	\$ (192,886.00)
\$ (2,104,833.00)	\$ (2,113,550.00)	\$ (1,722,000.00)	Corporate Salaries/Benefits	\$ (1,738,185.00)	\$ (1,734,872.00)	\$ (1,668,545.00)	\$ (1,651,674.00)
\$ -	\$ -	\$ (122,434.00)	Corporate Promotions and Commercial Partnerships	\$ (21,779.00)	\$ (22,215.00)	\$ (22,659.00)	\$ (23,112.00)
<b>\$ (3,219,921.00)</b>	<b>\$ (3,280,710.00)</b>	<b>\$ (3,126,725.00)</b>	<b>Total Corporate</b>	<b>\$ (3,048,128.00)</b>	<b>\$ (3,078,093.54)</b>	<b>\$ (3,046,345.86)</b>	<b>\$ (3,065,419.57)</b>
<b>\$ (734,607.00)</b>	<b>\$ (753,208.00)</b>	<b>\$ (720,000.00)</b>	<b>Executive and Council</b>	<b>\$ (735,865.00)</b>	<b>\$ (752,336.71)</b>	<b>\$ (771,401.01)</b>	<b>\$ (790,814.55)</b>
\$ (22,330.00)	\$ (71,715.00)	\$ (226,719.00)	Gazette Advertising and Productions	\$ (195,877.00)	\$ (197,836.00)	\$ (199,814.00)	\$ (201,812.00)
\$ (311,480.00)	\$ (332,088.00)	\$ (385,934.00)	Gazette Editorial	\$ (445,292.00)	\$ (454,197.84)	\$ (463,281.80)	\$ (472,547.43)
<b>\$ (333,810.00)</b>	<b>\$ (403,803.00)</b>	<b>\$ (612,653.00)</b>	<b>Total Gazette</b>	<b>\$ (641,169.00)</b>	<b>\$ (652,033.84)</b>	<b>\$ (663,095.80)</b>	<b>\$ (674,359.43)</b>
\$ 323,220.00	\$ 286,614.00	\$ 353,018.00	Rental Properties	\$ 380,000.00	\$ 380,000.00	\$ 380,000.00	\$ 380,000.00
\$ (56,376.00)	\$ (63,730.00)	\$ (56,000.00)	Daycare	\$ (60,000.00)	\$ (60,600.00)	\$ (61,206.00)	\$ (61,818.00)
\$ (195,925.00)	\$ (117,524.00)	\$ -	Western Connections	\$ -	\$ -	\$ -	\$ -
\$ (117,909.00)	\$ (104,127.00)	\$ -	Mustang Central	\$ -	\$ -	\$ -	\$ -
\$ -	\$ -	\$ (110,000.00)	Volunteer Services	\$ (100,251.00)	\$ (101,254.00)	\$ (102,266.00)	\$ (103,289.00)
\$ -	\$ -	\$ (127,315.00)	Government Services	\$ (151,898.00)	\$ (153,417.00)	\$ (154,951.00)	\$ (156,501.00)
\$ (275,456.00)	\$ (407,249.00)	\$ (614,566.00)	Events and Building Services	\$ (609,833.00)	\$ (618,980.00)	\$ (628,265.00)	\$ (637,689.00)
\$ 18,337.00	\$ 11,242.00	\$ (42,381.00)	Wave	\$ (16,703.00)	\$ (17,037.00)	\$ (17,378.00)	\$ (17,725.00)
\$ 261,612.00	\$ 181,736.00	\$ 161,752.00	Spoke	\$ 180,691.00	\$ 174,367.00	\$ 167,392.00	\$ 163,207.00
\$ (30,270.00)	\$ (84,851.00)	\$ (35,459.00)	Western Film	\$ (29,058.00)	\$ (29,203.00)	\$ (29,349.00)	\$ (29,496.00)
\$ (11,082.00)	\$ (10,879.00)	\$ 22,866.00	Purple Store	\$ (9,647.00)	\$ (9,792.00)	\$ (9,939.00)	\$ (10,088.00)
\$ (166,985.00)	\$ (88,247.00)	\$ (41,581.00)	Creative Services	\$ (53,622.00)	\$ (54,426.00)	\$ (55,243.00)	\$ (56,071.00)
\$ -	\$ -	\$ (125,776.00)	Promotions	\$ (94,254.00)	\$ (95,668.00)	\$ (97,103.00)	\$ (98,559.00)
\$ -	\$ -	\$ (4,706.00)	Purple Bikes	\$ (4,000.00)	\$ (4,020.00)	\$ (4,040.00)	\$ (4,060.00)
<b>\$ (250,834.00)</b>	<b>\$ (397,015.00)</b>	<b>\$ (620,148.00)</b>	<b>Total Operations</b>	<b>\$ (568,575.00)</b>	<b>\$ (590,030.00)</b>	<b>\$ (612,348.00)</b>	<b>\$ (632,089.00)</b>
<b>\$ (162,170.00)</b>	<b>\$ (209,260.33)</b>	<b>\$ (59,904.00)</b>	<b>Total USC (Expenses and Revenues)</b>	<b>\$ 20,521.12</b>	<b>\$ 35,385.15</b>	<b>\$ 110,059.56</b>	<b>\$ 137,721.70</b>

6

<sup>6</sup> Operational costs are assumed to increase by 2% annually.



## FIVE-YEAR CAPITAL PLAN

To ensure the University Students' Council operations remain modern and accessible to students, the organization undergoes cycles of capital planning lasting a duration of five years. The Capital Plan allows for proper implementation of major purchases and renovations to ensure there is ongoing implementation of new projects and substantive construction is spread out evenly.

### Operations

The Food and Beverage Department is undergoing two key capital projects in the next five-year cycle. In 2017/2018, the Spoke operation will be subject to a milestone renovation to ensure the service remains viable by heavily remodelling their kitchens. A similar renovation will be underway with the Wave in 2019/2020. In both restaurants, there has not been an upgrade to kitchen layout and modelling in over decade. This will help improve service delivery and workplace efficiency.

Information and Technology incurs most of its capital costs from ongoing hardware replacement and software licensing in the University Students' Council offices. Desktop replacements, clubs' software and elections software remain some of the prominent ongoing capital costs.

The capital costs of Events and Building Services is to ensure programming remains in-demand by the student audience and the maintenance of the organization's space remains up-to-date. Capital costs include, but are not limited to, new lightning, rigging, productions technology, tools, equipment, and events equipment. The capital costs are to ensure the University Students' Council remain a viable partner in Orientation Week, Homecoming, faculty council events and club programming in addition to Executive-driven projects.

Both Western Film and the Purple Store demonstrate no capital costs from 2018/2019 onwards, as both services will expect to undergo substantive reform into new business models where service-delivery will take a different shape and form.

### Corporate

Corporate capital consists primarily of renovations. To ensure minimal disruption for student activity, most of the organization's renovations occur over the December break or the summer months. The University Students' Council recently underwent renovations in the University Community Centre basement to facilitate new and upcoming health and wellness services to students – this is a trend we expect to continue with some pre-existing space in the basement. Additionally, some other upcoming discussions pieces for renovations are the future of clubs' space, Council Chambers/Boardroom, office space, and meeting space.



**Table 12 – Five-Year Capital Plan**

<b>Capital Cost</b>	<b>Plan 2016/2017</b>	<b>Plan 2017/2018</b>	<b>Plan 2018/2019</b>	<b>Plan 2019/2020</b>	<b>Plan 2020/2021</b>
Fees Collected	\$ 928,675.00	\$ 951,892.00	\$ 975,109.00	\$ 998,326.00	\$ 951,892.00
Loan Payment	\$ (120,000.00)	\$ (120,000.00)	\$ (120,000.00)	\$ (120,000.00)	\$ (120,000.00)
Lease Equipment	\$ (73,000.00)	\$ (73,000.00)	\$ (73,000.00)	\$ (45,000.00)	\$ (73,000.00)
<b>Total Admin</b>	<b>\$ (193,000.00)</b>	<b>\$ (193,000.00)</b>	<b>\$ (193,000.00)</b>	<b>\$ (165,000.00)</b>	<b>\$ (193,000.00)</b>
<b>Maintenance (5% of collected)</b>	<b>\$ (46,433.75)</b>	<b>\$ (47,594.59)</b>	<b>\$ (48,755.44)</b>	<b>\$ (49,916.28)</b>	<b>\$ (47,594.59)</b>
IT	\$ (161,000.00)	\$ (68,000.00)	\$ (100,000.00)	\$ (100,000.00)	\$ (100,000.00)
Wave	\$ (36,700.00)	\$ (46,500.00)	\$ (51,000.00)	\$ (428,000.00)	\$ (56,000.00)
Spoke	\$ (38,500.00)	\$ (500,000.00)	\$ (12,500.00)	\$ (25,400.00)	\$ (47,800.00)
Western Film	\$ (4,000.00)	\$ -	\$ -	\$ -	\$ -
Promotions	\$ (12,000.00)	\$ (5,500.00)	\$ (4,500.00)	\$ (4,500.00)	\$ (4,500.00)
Purple Store	\$ (10,000.00)	\$ (2,700.00)	\$ -	\$ -	\$ -
Events and Building Services	\$ (250,000.00)	\$ (133,000.00)	\$ (235,000.00)	\$ (200,000.00)	\$ (240,000.00)
Corporate	\$ (130,000.00)	\$ (50,000.00)	\$ (140,000.00)	\$ (50,000.00)	\$ (140,000.00)
<b>Total Department Capital</b>	<b>\$ (642,200.00)</b>	<b>\$ (805,700.00)</b>	<b>\$ (543,000.00)</b>	<b>\$ (807,900.00)</b>	<b>\$ (588,300.00)</b>
<b>Contingency (5% of collected)</b>	<b>\$ (46,433.75)</b>	<b>\$ (47,594.59)</b>	<b>\$ (48,755.44)</b>	<b>\$ (49,916.28)</b>	<b>\$ (47,594.59)</b>
<b>Total Remaining</b>	<b>\$ 607.50</b>	<b>\$ (141,997.18)</b>	<b>\$ 141,598.12</b>	<b>\$ (74,406.56)</b>	<b>\$ 75,402.82</b>
<b>Net Capital over Five Years</b>	<b>\$ 1,204.70</b>				



## STUDENT FEE BREAKDOWN AND SCHEDULE

The 2016/2017 fee schedule remains predominantly status quo. The fees collected by the University Students' Council are referred to as "Student Organization Fees" collected by the University of Western Ontario (refer to Table 12 for the fee schedule). It is important to note the majority of the fees collected by the University Students' Council are allocated to expenses external to the organization (i.e., a LTC bus pass). The three core fees that fund the majority of the University Students' Council structure and services are the Base Student Fee, the USC Admin Fee and the Occupancy Fee.

This is the third consecutive year the Base Student Fee has not had substantive increase to its fee beyond an inflationary increase. The inflationary assumption for the upcoming 2016/2017 year is 2.4%. This percentage increase is a combination of two principles. First, fees are allowed to increase by the rate of the Consumer Price Index as outlined in the **Fees and Financial Statement Policy**.<sup>7</sup> The University Students' Council has historically mirrored their inflationary assumptions on the special aggregate of "All items excluding energy" to best reflect the cost of maintaining services on campus.

The additional 0.2% is based on the principle of the organization's seasonal business. The University Students' Council has an active market for eight months of the year (September to April), with two of those months operating in shorter timelines due to exams (December and April). Even though the organization services students a percentage of the year, it must maintain operations throughout the entire year. In addition to the shorter window of accessing the student market, the University Students' Council has to operate with fixed costs without increasing or decreasing prices over the summer. The cost-delay and the shorter market season create a more expensive financial climate, and substantiate the additional 0.2% of the inflationary assumptions.

The inflationary assumption of 2.4% is thus a combination of the special aggregate of the Consumer Price Index, as well as the factors of conducting business on a university campus.

The fees that are increasing beyond inflation are detailed below:<sup>8</sup>

- **Gazette:** The Gazette continues to evolve in its digital transformation phase, and the \$3.23 fee increase covers new and ongoing costs, including: increasing honouraria to encourage more volunteers and editors; involving an editorial advisor to assist with the continual digital transformation; ability to support the efforts of the Publishing Subcommittee of the Board of Directors; and the amalgamation with WesternTV. This increase was approved by the 2014/2015 Council.
- **USC Admin Fee:** One of the increasing service costs of the organization is the provision of free student space in the University Community Centre. In order to

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<sup>7</sup> Consumer Price Index, by province (monthly), *Statistics Canada*. <http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/cpis01a-eng.htm> (accessed 22 February 2016).

<sup>8</sup> The Ontario Undergraduate Student Alliance is not increasing in the upcoming fiscal year. Last year's 2015/2016 budget projected slightly above the actual costs of participating as an OUSA member. Consequently, the fee will decrease rather than increase this year.



continue providing free space student clubs and activities, the University Students' Council is increasing the USC Admin Fee by \$2.50.

- **Health and Dental Plan:** The annual premiums increase at a rate of 5% to ensure the University Students' Council can continue to provide reliable insurance coverage to students.
- **Bus Pass:** The student bus pass is increasing by 3.24%, or at a fixed rate of \$7.00. These increases are arranged in the London Transit Corporation's negotiations with the University Students' Council.

For the upcoming 2016/2017 academic term, Student Organization Fees are increasing by a total \$30.35, an overall 3.8% increase from 2015/2016.



**Table 13 – Student Fee Breakdown and Schedule**

Main 2015/2016	Affiliate 2015/2016	Fee Type	Main 2016/2017	Affiliate 2016/2017	2016/2017 Budget Totals				
					Main	Affiliate	Grad	Part-Time	2016/2017 Total
\$ 29.00	\$ 11.02	Base Student Fee [a]	\$ 29.70	\$ 11.29	\$ 683,218.80	\$ 64,465.63			\$ 747,684.43
		<b>Admin Fees</b>							
\$ 19.27	\$ 19.27	Gazette	\$ 22.50	\$ 22.50	\$ 517,590.00	\$ 128,520.00			\$ 646,110.00
\$ 3.99	\$ 3.99	Faculty Council Grant [t]	\$ 4.09	\$ 4.09	\$ 94,086.36	\$ 10,683.08			\$ 104,769.44
\$ 3.95	\$ 3.95	USC Grants Fund [r] [t]	\$ 4.04	\$ 4.04	\$ 92,936.16	\$ 23,076.48			\$ 116,012.64
\$ 12.93	\$ 12.93	Mustang Express/Late Nigh Busing [r] [t]	\$ 12.93	\$ 12.93	\$ 297,441.72	\$ 73,856.16			\$ 371,297.88
\$ 51.50	\$ 21.60	USC Admin [a]	\$ 55.23	\$ 20.99	\$ 1,270,510.92	\$ 119,880.03			\$ 1,390,390.95
\$ 90.00	\$ 90.00	Orientation Week [r] [t]	\$ 90.00	\$ 90.00	\$ 459,360.00	\$ 137,250.00			\$ 596,610.00
		<b>External Fees</b>							
\$ 3.82	\$ 3.82	OUSA [t]	\$ 3.64	\$ 3.64	\$ 83,671.99	\$ 20,776.14			\$ 104,448.13
\$ 3.23	\$ 3.23	Ombudsperson [t]	\$ 3.31	\$ 3.31	\$ 76,143.24	\$ 18,906.72	\$ 19,357.00		\$ 114,406.96
\$ 5.29	\$ 5.29	Community Legal Services [t]	\$ 5.42	\$ 5.42	\$ 124,681.68	\$ 30,959.04	\$ 31,696.00		\$ 187,336.72
\$ 0.84	\$ 0.84	World University Service of Canada [r] [t]	\$ 0.83	\$ 0.83	\$ 19,093.32	\$ 4,740.96			\$ 23,834.28
\$ 13.15	\$ 13.15	CHRW Radio [t]	\$ 13.15	\$ 13.15	\$ 302,502.60	\$ 75,112.80			\$ 377,615.40
\$ 1.67	\$ 1.67	USC Daycare [t]	\$ 1.71	\$ 1.71	\$ 39,336.84	\$ 9,767.52			\$ 49,104.36
\$ 238.82	\$ 238.82	Health and Dental Plan [r] [t]	\$ 250.27	\$ 250.27	\$ 5,005,400.00	\$ 500,540.00			\$ 5,505,940.00
\$ 7.00	\$ 7.00	Health and Dental Plan Admin [r]	\$ 7.00	\$ 7.00	\$ 140,000.00	\$ 14,000.00			\$ 154,000.00
\$ 215.88	\$ 215.88	Bus Pass [r] [t]	\$ 222.88	\$ 222.88	\$ 5,127,131.52	\$ 1,273,090.56			\$ 6,400,222.08
\$ 2.00	\$ 2.00	Bus Pass Admin [r]	\$ 2.00	\$ 2.00	\$ 46,008.00	\$ 11,424.00			\$ 57,432.00
\$ 0.50	\$ 0.50	Western Marching Band [r] [t]	\$ 0.51	\$ 0.51	\$ 11,732.04	\$ 2,913.12			\$ 14,645.16
		<b>Occupancy</b>							
\$ 63.50	\$ 35.87	UCC Occupancy [a]	\$ 66.68	\$ 25.34	\$ 1,533,906.72	\$ 144,732.94	\$ 197,721.00		\$ 1,876,360.66
		<b>Capital Fee</b>							
\$ 31.58	\$ 31.58	USC Capital/Facility Fee [ft]	\$ 32.34	\$ 32.34	\$ 743,949.36	\$ 184,726.08			\$ 928,675.44
\$ 1.50	\$ 1.50	Gazette Capital Fee [ft]	\$ 1.54	\$ 1.54	\$ 35,426.16	\$ 8,796.48			\$ 44,222.64
							\$ 52,280.00		\$ 52,280.00
<b>\$ 799.42</b>	<b>\$ 723.91</b>	<b>Total Fees</b>	<b>\$ 829.77</b>	<b>\$ 735.77</b>	<b>\$ 16,704,127.43</b>	<b>\$ 2,858,217.74</b>	<b>\$ 248,774.00</b>	<b>\$ 52,280.00</b>	<b>\$ 19,863,399.17</b>

<sup>9, 10</sup>

[a] refers to fee affected by the 2012 Affiliate Agreement;  
[t] refers to fees that are collected primarily to be transferred out of the organization;  
[ft] are fees that are internally transferred from one University Students' Council account to another;  
[r] are fees that were initiated via referendum.

<sup>9</sup> With WesternTV merging with The Gazette, the Multimedia Fee has been retitled the Gazette Capital Fee.

<sup>10</sup> Enrollment numbers: Main campus FTEs: 23,004. Affiliate FTEs: 5712.



Figure 10 – Fee Breakdown, Per Fee

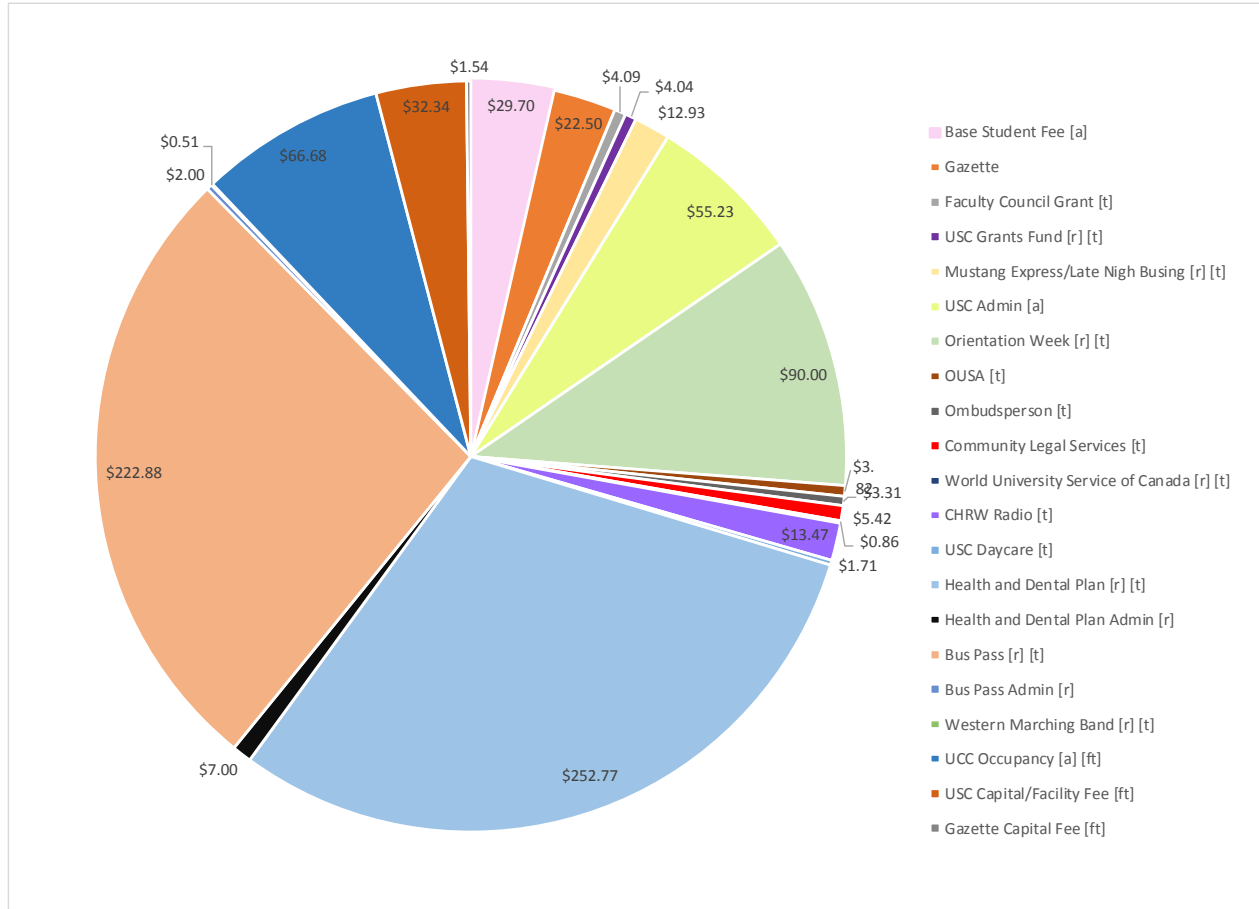


Figure 11 – Thematic Fee Breakdown

