

Executive Summary

Built to Lead intends to redesign the University Students' Council so that it functions in a way that is conducive to ideal decision making – in essence, making the commitments of this plan natural consequences of the way the organization functions. Looking back on previous long-term plans, the current executive recognizes that most of our core goals and philosophical underpinnings have not changed; the USC still needs to expand its operations to better serve its students; it still needs to increase advocacy efforts such as helping with academic appeals; it still needs to reach out to its students with some sort of clear communications strategy; and finally, it is still overly dependent on student fees to fund its operations. The USC has the capabilities and resources to resolve these concerns, but because the organization is not correctly designed to meet those goals it is our approach to implementation of our strategies that must evolve.

This redesign starts by restructuring the corporate USC. For years, the corporate USC has operated largely out of the hands of students, with inadequate information making it back to the Board of Directors and very little involvement from students in managerial decisions. The problem is simple: the Board of Directors alone holds the responsibility for setting the vision and strategy for the organization, but is left out of crucial processes that represent that strategy on an operational level. *Built to Lead* recognizes this and places the President and VP-Finance at the heart of very real operational and strategic decisions, such as capital expenditures and hiring. In addition, the USC is also void of a collaborative culture geared towards executing decisions with honesty and scrutiny. *Built to Lead* envisions a senior management team representative of all corporate divisions, as opposed to a lone General Manager, that can adequately provide all points of view to the student Executive and Board.

On the governance side of the USC, there appears other structural inadequacies. The Vice-President Education fails at proper internal advocacy and so is provided with a Policy Analyst; Council is poorly informed and ill-equipped to be a resource to the Board and training methods and materials will be developed to assist them; and finally, the appropriation of responsibilities at the Executive level does not always reflect the core missions of those portfolios and so a redistribution has been planned.

Finally, there exists a basic flaw at the USC that threatens the credibility of any long-term plan – namely, no long-term planning review processes are in place to ensure implementation. Without these, a plan is just wasted paper and so *Built to Lead* has created a yearly process as well as holding specific people accountable to specific goals so as to give performance incentives to achieving goals of the plan that will ensure our goals are met.

In this latest version of the USC's long-term plan, the organization has been reinvented and while it is up to future generations of student leaders to fulfill specific commitments, they shall be equipped to do so with an organization that is *Built to Lead*.