



A Vision To Lead

2010-11 Tactical Plan



“To enhance the educational experience and quality of life for all undergraduates at the University of Western Ontario.”

PREAMBLE

The following tactical objectives are being set in pursuit of the USC’s long term strategic vision, as established in *A Vision to Lead*. The accomplishment of each objective shall be a collaborative effort between project leads on the Board of Directors and the USC Management team. All recommendations of the project leads shall require Board approval before implementation.

The specific objectives established shall be endorsed by Council, and may be altered by a resolution of Council at any time. The Board of Directors and the Management team are accountable to Council for the fulfilment of objectives on the timelines established.

1. USC ORGANIZATION-WIDE PRIORITIES, 2010/11

Board of Directors Lead: USC President

Management Lead: Cathy Clarke, General Manager

1.1 Develop, recommend and implement a new organizational structure that reflects organizational priorities and available resources.

Long-term plan: *Priority 4: Empowering our people*

Rationale: A new organizational structure will lessen full-time salaries, maintain student employment, and provide for a more effective and efficient service delivery model.

Key Personnel: Board of Directors, General Manager.

Key Dates: Approved by Board of Directors for presentation to Council and to USC Managers/Staff by AGM 1.

1.2 Define, recommend and implement new functional relationship of P/VP’s to new organizational structure.

Long-term plan: *Priority 1: Government responsive to the needs of students*

Rationale: Clearly define the organizational resources dedicated to each Executive member to ensure full weight of the organization is mobilized in support of their portfolio.



Also, ensure talent and expertise of each Executive member is maximized when addressing organizational issues.

Key Personnel: Executive, General Manager, Public Affairs Officer, Governance Review Implementation Committee

Key Dates: Approved by Board of Directors for presentation to Council by AGM I

1.3 Implement Council-approved Governance Review recommendations.

Long-term plan: Priority 1: Government responsive to the needs of students.

Rationale: Ensure governance processes and support structure allows the USC to most effectively achieve its mission. Also ensure that the USC is a student government first, and a corporation second.

Key Personnel: Vice-President University Affairs, General Manager, Public Affairs Officer, Governance Review Implementation Committee

Key Dates: Recommendations approved by Council at AGM I to ensure implementation in advance of February 2011 USC General Election

1.4 Finalize UCC Lease negotiations.

Long-term plan: Priority 3: Enriching the undergraduate experience

Priority 5: Mission-relevant operations and media

Priority 6: Wise stewardship of resources

Rationale: The completion of the lease negotiation will allow the USC to more effectively share stewardship of the UCC with Western's administration, will ensure that USC Operations, Services and Media are sustainable and viable, and also allow the USC flexibility to pursue student initiatives into the future.

Key Personnel: USC Lease Negotiating Committee, Board of Directors

Key Dates: Finalize negotiations by February 28, 2010
Approved by Board of Directors by mid-March



Presented to Council by April 7, 2010

1.5 Negotiate a Memorandum of Understanding with The University of Western Ontario.

Long-term plan: Priority 2: Strengthening advocacy and public affairs
Priority 3: Enriching the undergraduate student experience

Rationale: Our relationship with the university is ill-defined and inconsistent from year-to-year. The MOU is intended to articulate clear and honest expectations, and thereby strengthen our ability to collaborate with the university, allowing both parties to more effectively enhance the academic experience and quality of life for undergraduate students.

Key Personnel: Board of Directors, General Manager, Public Affairs Officer

Key Dates: Approved by Board of Directors by mid-March for presentation to UWO
Approval by UWO before end of April, 2010
Presentation to Council at Summer Council meeting

1.6 University Students' Council 2010/11 Budget approval.

Long-term plan: Priority 1: A government responsive to the needs of students

Priority 5: Mission-relevant operations and media

Priority 6: Wise stewardship of resources

Rationale: The 2010/11 Budget will begin re-alignment of organizational resources to reflect priorities within the Long-term plan, and will respond to current financial realities.

Key Personnel: Board of Directors, General Manager, Senior Manager Finance

Key Dates: Council approves Budget: AGM I, March 10 2010
Budget submitted to UWO: On or before March 22 2010



1.7 Seasonal layoffs and position eliminations to improve organizational sustainability.

Long-term plan: Priority 5: Mission-relevant operations and media

Priority 6: Wise stewardship of resources

Rationale: Ultimate goal to balance budget without increasing USC base student fee, while maintaining student employment and student services and programmes; given current financial realities this will require an approximate \$400,000 reduction in full-time salary expenses, and an ongoing re-examination of ‘business as usual.’

Key Personnel: Board of Directors, General Manager, HR Generalist, Departmental and Unit Managers, Union Officers

Key Dates: Seasonal lay-offs and position eliminations complete by February 26 2010

1.8 Enhance student involvement through the creation of internships, development of a student business incubator, the expanded utilization of the Work/Study Bursary Programme and revision to and expansion of Honoraria positions.

Long-term plan: Priority 3: Enriching the undergraduate student experience

Priority 5: Mission-relevant operations and media

Rationale: Expanding opportunities for students to develop as leaders and citizens, and play active roles in the work of their student government.

Key Personnel: Board of Directors, General Manager, Human Resources Generalist, Senior Manager Student Life.

Key Dates: Subsequent to approval of 2010/11 Budget at AGM 1.



2. FINANCE DEPARTMENT PRIORITIES, 2010/11

Board of Directors Lead: Vice-President Finance

Management Lead: Carrie Passi, Senior Manager Finance

2.1 Develop, recommend and implement a set of Financial Policies governing:

- **Reserves-** capital, operating, fee stabilization, borrowings from and repayments to, etc.
- **Capital Expenditures** – long-term planning, delineations between replacement and new capital, justifications, modeling, funding, approvals process
- **Budget Process** – 3 year plan with annual updates, calendar, justifications, modeling, funding, approvals

Long-term plan: Priority 1: Government responsive to the needs of students

Priority 6: Wise stewardship of resources

Rationale: Policies will enhance transparency through ease of comprehension, meaningful engagement with Board and Council, and genuine oversight by decision-makers.

Key Personnel: Board of Directors, General Manager, Senior Manager Finance

Key Dates: Approved by Board of Directors for presentation to Council and to USC Managers/Staff by end of September, 2010

2.2 Undertake a review of all Fees with the outcome of developing and recommending a Fees Policy or Policies.

Long-term plan: Priority 1: Government responsive to the needs of students

Priority 6: Wise stewardship of resources

Rationale: Student fees are taxes, so the payer has a right to know the rationale for their existence, and assurance that they are being spent in accordance with their intended purpose.

Key Personnel: Board of Directors, General Manager, Senior Manager Finance



Key Dates: Approved by Board of Directors for presentation to Council by end of September, 2010

2.3 Develop and recommend a balanced and financially-sustainable Annual Budget.

Long-term plan: Priority 6: Wise stewardship of resources

Rationale: The USC's revenue base is primarily generated from student fees, and is thus relatively inelastic from year to year. As such, it is critical that the USC budget minimize risk through prudent control of expenditures, while also ensuring other sources of revenue are maximized.

Key Personnel: Board of Directors, General Manager, Senior Manager Finance, Vice-President Finance

Key Dates: Approved by Board of Directors and Finance Committee for presentation and approval of Council by AGM I, 2011

3. GOVERNMENT SERVICES DEPARTMENT PRIORITIES, 2010/11

Board of Directors Lead: Vice-President University Affairs
Management Lead: Scott Courtice, Public Affairs Officer

3.1 Develop, recommend and implement a plan to expand the research and policy development capability of the USC, and ensure effective policy and research support for all elected officials.

Long-term plan: Priority 1: A Government responsive to the needs of students.

Priority 2: Strengthening advocacy and public affairs

Rationale: Research and policy development is an important tool to develop Council and Board resolutions, and support internal academic and external government relations priorities. For the past several years the Executive has had access to research and policy supports; the intent of enhancing research and policy support is to increase Council-driven legislation, increase collaboration on initiatives between the Board and Council, and expand research and policy support for Senators and BOG representatives.



Key Personnel: Board of Directors, General Manager, Vice-President
University Affairs, Public Affairs Officer

Key Dates: Timelines dependant on the implementation of the results
of the Governance Review.

3.2 Develop, recommend and implement a programme to better assist and support members of Council so they may increase their effectiveness as legislators; programme must be responsive to any governance changes implemented after the Governance Review.

Long-term plan: Priority 1: A Government responsive to the needs of students.

Rationale: Council must be a more active and engaged branch of government; to accomplish this goal, members require a wider range of legislative services – expanded training and professional development, backgrounders on major legislative proposals, improved support for committees, fostering collaboration between Councillors, rules and procedural advice, enhanced reporting and transparency, assistance with motion drafting, etc. Government Services must also serve both the Board and Council without favour or prejudice.

Key Personnel: Board of Directors, General Manager, Public Affairs
Officer, Legislative Assistant, Speaker of Council

Key Dates: Subsequent to implementation of the results of the
Governance Review; some initial enhanced services will be
rolled-out for new Council in March 2010.

3.3 Develop, recommend and implement a programme to create and integrate more quality student involvement opportunities, in collaboration with Student Life.

Long-term plan: Priority 3: Enriching the Undergraduate Student Experience

Rationale: The USC values active student involvement at all levels of the organization; creating more opportunities within the USC will increase leadership and skills development for students, and will also inject more creativity and innovation into USC operations, programs and services. Initial priority



will be placed on developing involvement opportunities with USC Media, Government Services, and Student Life.

Key Personnel: Executive, General Manager, Senior Manager Student Life, Human Resources Generalist

Key Dates: Pilot student internships in September 2010; full roll-out plan complete for Budget 2011/12

3.4 Develop, recommend and implement an employee performance evaluation programme that recognizes inherent resource limitations and improves work culture and product.

Long-term plan: *Priority 4: Empowering our people*

Rationale: Performance evaluation is a structured opportunity to reflect upon, celebrate, and improve employees' performance. When done well, it can be an empowering tool; when done poorly, it wastes supervisors' time, and hurts overall morale. We have identified room for improvement at the USC.

Key Personnel: General Manager, Senior Manager Finance, Human Resources Generalist, Board of Directors

Key Dates: Implemented by end of September 2010.

4. STUDENT LIFE DEPARTMENT PRIORITIES, 2010/11

Board of Directors Leads: Vice-Presidents Student Events and Campus Issues
Management Lead: Mark Wellington, Senior Manager Student Life

4.1 Develop, recommend and implement a “new culture” that adheres to the following principles:

- Encourage student programmes
- Replace risk management with risk mitigation
- Cultivate creativity and exploration
- Support student initiative

Long-term plan: *Priority 3: Enriching the Undergraduate Student Experience*



Rationale:	In many respects we are ‘victims of our own success’ as the strength and ingenuity of student clubs and organizations has outpaced our policies, processes, and supports; henceforth, we must ensure that the USC enhances that strength and ingenuity, rather than constrains it.
Key Personnel:	Board of Directors, General Manager, Senior Manager Student Life, Student Life Staff
Key Dates:	Commence immediately

4.2 Develop, recommend, and implement a plan to improve club governance and service delivery.

Long-term plan:	<u>Priority 3: Enriching the Undergraduate Student Experience</u>
Rationale:	The clubs system is vital to accomplishing the USC mission, and we have a responsibility to continuously evaluate and improve our service and administration of clubs.
Key Personnel:	Executive, Vice-President Student Events, Clubs Coordinator, General Manager, Senior Manager Student Life.
Key Dates:	Commence upon approval of Governance and Service delivery plans; anticipate approvals by end of October, 2010.

4.3 Develop, recommend and implement a plan to maintain strong communication and understanding of the Orientation Program among all key stakeholders.

Long-term plan:	<u>Priority 3: Enriching the Undergraduate Student Experience</u>
Rationale:	Ensures that all members of the Western community (Housing, Affiliate University-Colleges, Intercollegiate Athletics, Faculty Administration, Student Success Centre and the soph community) are aware of the goals of the program, as well as the guidelines and policies as discussed by the Orientation Programming Committee and approved by the Orientation Governance Board.



Key Personnel: Vice-President Student Events, Senior Manager Student Life, Orientation Programming Committee, Orientation Governance Board.

Key Dates: Commence immediately

4.4 Develop, recommend and implement a Programming Plan, with specific criteria, that will provide broad and effective enhancement of the educational experience of undergraduates.

Long-term plan: Priority 3: Enriching the Undergraduate Student Experience

Priority 6: Wise Stewardship of Resources

Rationale: A Programming Plan evaluates program spending and objectives in relation to the USC's mission statement. Creation of a Programming Plan ensures that resources are allocated to programming most effectively meeting the needs of undergraduate students; it also ensures that the USC continuously evaluates and improves the programming mix offered to students.

Key Personnel: Executive, Vice-President Student Events, Vice-President Campus Issues, General Manager, Senior Manager Student Life.

Key Dates: Commences with approval of 2010/11 Budget
Monthly and quarterly reviews, on a rolling basis.

4.5 Develop, recommend and implement an Advancement Strategy that will result in new, non-fee revenue streams.

Long-term plan: Priority 6: Wise Stewardship of Resources

Priority 2: Strengthening Advocacy and Public Affairs

Rationale: Diversify revenue base of the USC to lessen reliance on fees and operational revenues. A major focus will be strengthening relationships with USC alumni, which could also yield non-financial returns.

Key Personnel: Board of Directors, General Manager, Senior Manager Student Life, Public Affairs Officer.



Key Dates: Commence subsequent to approval of 2010/11 Budget.

4.6 Develop, recommend and implement a plan, in concert with the recommendations of the Governance Review and the new Organizational Structure, that will establish a consultative and supportive functional relationship with Student Life staff and the Vice-Presidents Student Events and Campus Issues, in order that they may implement their initiatives.

Long-term plan: Priority 1: A Government Responsive to the Needs of Students

Rationale: The Vice-Presidents Student Events and Campus Issues have direct responsibility for conceiving and executing student events; it is important that the organizational structure ensures that the Student Life Department is a resource supporting these activities.

Key Personnel: Board of Directors, Vice-President Student Events, Vice-President Campus Issues, General Manager, Senior Manager Student Life, Public Affairs Officer

Key Dates: Concurrent with implementation of the new governance model arising from the Governance Review

5. MEDIA AND COMMUNICATIONS DEPARTMENT PRIORITIES, 2010/11

Board of Directors Lead: Communications Officer
Management Lead: Geoff Pimlatt, IT Manager

5.1 Develop recommend and implement revisions to the existing Communications Officer Terms of Reference with particular emphasis on the position's governance role as a member of the Board of Directors.

Long-term plan: Priority 4: Empowering our people

Priority 1: A government responsive to the needs of students

Rationale: The mandate of the Communications Officer requires a thorough re-examination in light of the new Organizational Structure and Governance Review to ensure her/his talents and capacities are maximized, and that the position has a defined role as a member of the Board of Directors.



Key Personnel: Board of Directors, General Manager, Communications Officer, IT Manager, Public Affairs Officer.

Key Dates: Subsequent to implementation of results of Governance Review and implementation of revised Organizational Structure.

5.2 Develop, recommend and implement a plan to renew the USC’s Information Technology Infrastructure.

Long-term plan: Priority 6: Wise stewardship of resources

Priority 4: Empowering our people

Rationale: Over the past several years the USC has not made sufficient capital investments to renew the organization’s IT infrastructure; the situation has become critical, and investments must be made to enhance efficiency, productivity, and communication.

Key Personnel: Board of Directors, General Manager, IT Manager.

Key Dates: Subsequent to approval of the 2010/11 Budget.

5.3 Develop, recommend and implement a plan (short-, mid-, and long-term) to ensure financial sustainability of all USC Media within the existing resource model.

Long-term plan: Priority 5: Mission-relevant operations and media

Priority 6: Wise stewardship of resources

Rationale: USC Media have dedicated student fees; those fees, in conjunction with alternative revenue streams (advertising, fundraising), must sustain media operations without drawing upon additional student subsidies. A realistic plan for sustainability must be developed to ensure all Media thrive into the future.

Key Personnel: Board of Directors, General Manager, IT Manager, Senior Manager Finance

Key Dates: Subsequent to approval of the 2010/11 Budget.



5.4 Develop, recommend, and implement a plan to close tvWestern, while maintaining opportunities for student volunteers to pursue New Media journalism.

Long-term plan: Priority 5: Mission-relevant operations and media

Priority 6: Wise stewardship of resources

Rationale: *The Gazette* has begun successfully integrating New Media (video, social media) journalism onto their website to supplement traditional print reporting. *The Gazette* is a student driven, editorially autonomous media service with a track-record for effectively supporting student volunteers, and is best positioned to thrive during this transformative time for the print and online media industry. Closing tvWestern will necessitate the elimination of the student fee associated with the service, and the full-time salary position that supports the service.

Key Personnel: General Manager, IT Manager, Senior Manager Finance, Communications Officer, Gazette Editor, Human Resources Generalist, Union Officials.

Key Dates: Subsequent to approval of the 2010/11 Budget.

5.5 Develop and implement a plan to improve the capacity of the Communications Officer's portfolio to support The Big Purple Couch, and other communications initiatives that rely on online video content.

Rationale: The Big Purple Couch has been a longstanding and important program within the Communications Officer's portfolio, as it assists the USC in more effectively communicating with students via online video media. A plan for effective resource sharing (cameras, technical support, etc.) between *The Gazette* and the Communications Officer can support the communications needs of the portfolio, while respecting the editorial autonomy of *The Gazette*.

Key Personnel: General Manager, IT Manager, Senior Manager Finance, Communications Officer, Gazette Editor, Human Resources Generalist, Union Officials.

Key Dates: Subsequent to approval of the 2010/11 Budget.



5.6 Develop, recommend and implement an Advertising/Sponsorship Programme that provides additional support to all activities of the USC.

Long-term plan: *Priority 6: Wise stewardship of resources*

Rationale: The Gazette Advertising Office was recently reorganized as the USC Marketing Department, with an expanded mandate to generate advertising and sponsorship revenue for USC-supported programmes, in addition to all USC Media. The department is still in the development phase, but has the potential to create new revenue streams for the USC in the coming fiscal year.

Key Personnel: General Manager, IT Manager.

Key Dates: Implement over summer months.

5.7 Develop, recommend and implement an Internal Communications Programme.

Long-term plan: *Priority 4: Empowering our people*

Rationale: Effective internal communication is critical to efficiency, and a healthy organizational culture. We have identified significant room for improvement.

Key Personnel: General Manager, IT Manager.

Key Dates: Comprehensive strategy by October, 2010.

6. FACILITIES AND OPERATIONS DEPARTMENT

Board of Directors Lead: Vice-President Finance

Management Lead: Paul Tomlinson, Senior Manager Building Services

6.1 Finalize Department Reorganization.

Long-Term Plan: *Priority 4: Empowering Our People*

Priority 5: Wise Stewardship of Resources

Rationale: The reorganization, begun in January 2009, will push front line decision-making and management lower; this will both permit the Senior Manager to concentrate on strategic



issues and will also allow other management and staff to function more effectively and efficiently.

Key Personnel: General Manager, Senior Manager
Building Services, Building and Operations Staff,
HR Specialist

Key Dates: Completion by end of March 2010

6.2 Develop, recommend and implement a plan, with specified criteria, to regularly review and realign operations to ensure adherence to the organizational mission and vision.

Long-Term Plan: Priority 1: A Government Responsive to the Needs of Students

Priority 5: Mission-Relevant Operations and Media

Rationale: Though the mission of the USC is unlikely to change substantively over time, the interpretation of that mission will. Consequently, it is important that operations adapt as interpretation evolves. A mechanism will be developed that will permit the USC to evaluate the mission of each operation and bring it into alignment with the evolution of interpretation.

Key Personnel: Board of Directors, General Manager, Senior Manager
Building Services, Senior Manager Finance, Unit
Managers.

Key Dates: To be determined after budget approval.

6.3 Develop, recommend and implement a plan that will maximize operational financial return while ensuring relevance and adherence to the organizational mission and vision.

Long-Term Plan: Priority 6: Wise Stewardship of Resources

Priority 5: Mission-Relevant Operations and Media

Rationale: Maximization of operational financial return does not mean that an operation must rely solely upon its ability to generate revenue sufficient to offset its costs. Rather, it means that an operation must be able to justify its financial model, regardless of the source of its revenue, within the



context of the evolving interpretation of the mission. While doing so, however, it must be keenly aware of the necessity to minimize overall operational financial impact by vigilantly controlling costs, prices and service levels.

Key Personnel: Executive, General Manager, Senior Manager Building Services, Unit Managers, Senior Manager Finance.

Key Dates: Commence subsequent to approval of 2010/11 Budget.

6.4 Develop, recommend and implement a plan to renovate the gymnasias so that they meet expressed student needs and desires, within defined financial constraints

Long-Term Plan: Priority 3: Enriching the Undergraduate Student Experience

Priority 4: Wise Stewardship of Resources

Rationale: The USC pays to UWO the Occupancy Cost on the former UCC Gymnasias. In 2009/10, this cost will be almost \$214,000. Each undergraduate pays a fee which offsets this cost. Students have very clearly indicated a desire for more study, lounge and programming space on campus. Renovation of the Gyms to incorporate these facilities and services will fulfill this desire and will make the annual Occupancy Cost Fee a valuable contribution.

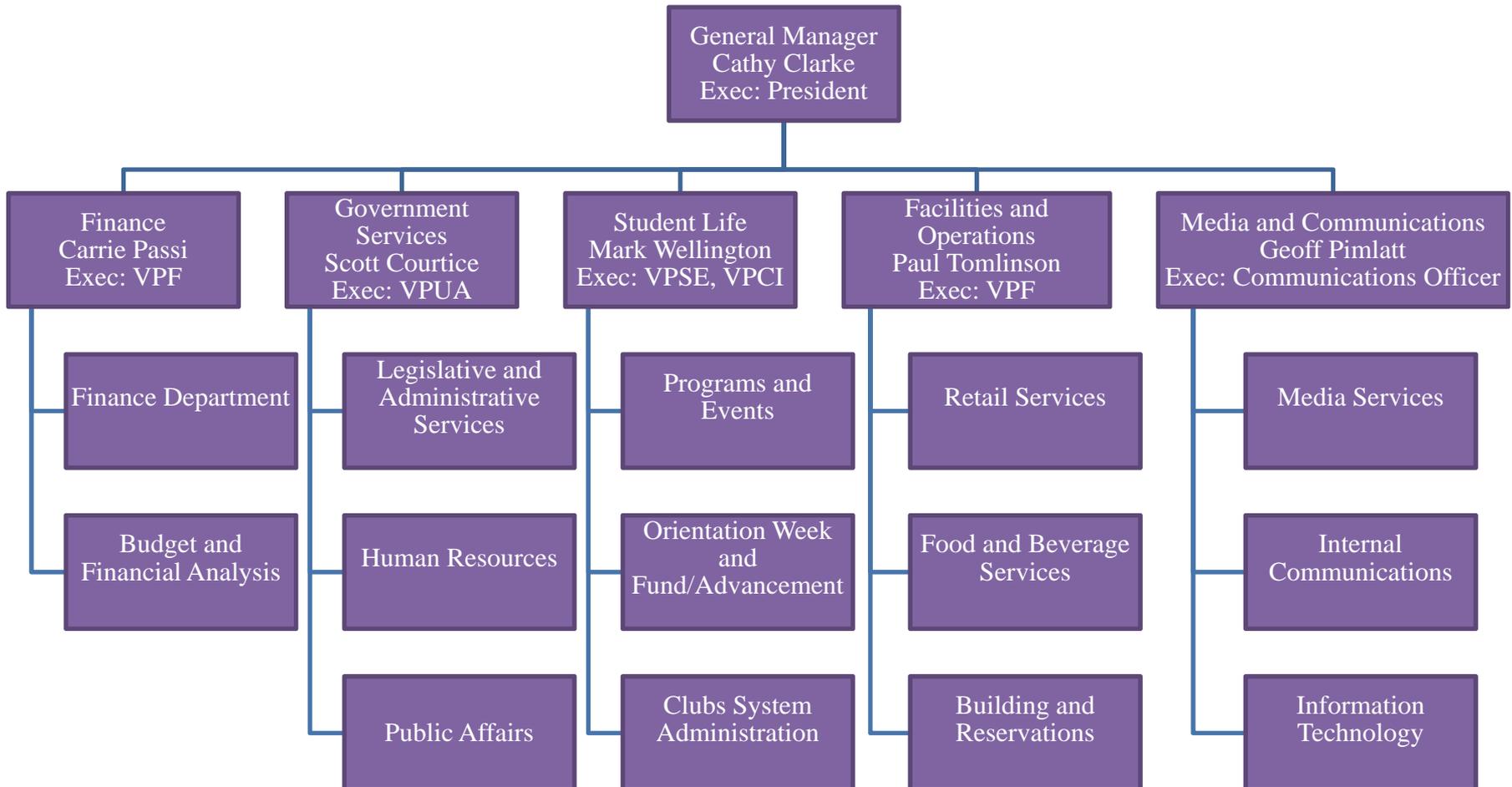
Key Personnel: Board of Directors, General Manager, Senior Manager Building Services, Project Team.

Key Dates: Renovation to commence by May 15 2010.
Renovation to be completed by early Fall 2010.



UNIVERSITY STUDENTS' COUNCIL:
REORGANIZED ADMINISTRATIVE STRUCTURE

Note: Chart includes requisite Executive Member each administrative office supports





PROCESS MAP – A VISION TO LEAD

This document provides background re: how vision and strategy set by the USC Council and Board of Directors drives ‘on the ground’ implementation of all USC services, operations, and other units.

<u>Action</u>	<u>Dates</u>	<u>Background</u>	<u>Approval</u>
Long-term Plan Review: <i>A Vision to Lead</i>	January 2009 – September 30 th , 2009	Board of Directors initiated a review of Long-term plan (<i>Built to Lead</i>) to determine continued relevance to the organization. Review straddled two Boards and Councils, and resulted in the creation of a new plan, <i>A Vision to Lead</i> .	USC Council
Strategic Alignment	December 4 th , 2009	During a retreat, the Board of Directors evaluated the legitimacy, viability, and sustainability of all USC services and operations, and gave direction to management re: better aligning USC initiatives with <i>A Vision to Lead</i> . Board direction was fed into the budget process.	Retreat was part of the Budget process, so resulting decisions will be approved by USC Council with budget.
2010/11 Budget and Tactical Plans	November, 2009 - Budget process begins February 9 th , 2010 – Board approval February 2010 – Finance Committee approval February 24 th , 2010 – Council presentation March 10 th , 2010 – Council approval	Budget demonstrates how financial resources will be used to carry out all USC activities for fiscal 2010-11; tactical plans flow directly from priorities enunciated in <i>A Vision to Lead</i> , and represent USC-wide and departmental priorities for 2010-11.	USC Council



Action Planning	Largely complete by mid-July, 2010	Business plans will translate approved direction from Council (vision, budget, tactical plans) into specific actions.	USC Board of Directors Presented to Council for information
Quarterly Reviews	Four times per year, starting in early October 2010.	Quarterly reviews update Council on how finances are tracking versus budget, and will also update Council re: progress versus approved tactical plans.	Presented to USC Council for information
2011/12 Budget and Tactical Plans	November 2010 – Budget process begins. Approval	Budget process starts anew.	USC Council