



Services Review

This is a comprehensive document to compile and create the historical development and foundation of the student services within the Campus Issues portfolio. This document is to facilitate the growth and subsequent strengths of the services.

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PART I: Introduction

The Campus Issues portfolio supports four essential services for students: PrideWestern, EnviroWestern, Ally Western and the Women's Issues Network. These services developed from student initiatives and most often, as a club initiative. As student needs continue to grow, the relevance for these groups to become services within the umbrella of the University Students' Council became a necessity.

These services provide many things for the UWO student community ranging from education to support groups, and continue to play an imperative role in the Campus Issues portfolio. It is without a doubt that the services are integral in creating a safe, inclusive and socially aware campus. As the services continue to grow and develop, there remains the need for the USC to begin creating an institutional memory and foundation for the services.

To date, the USC has not performed a review of the services beyond the coordinator terms of reference, honoraria and briefly, various service constitutions. This review will address each service from constitution to executive structure to budget. More importantly, this review will provide the USC with recommendations and directions to be able to better lead the services with greater accountability and long-term goals.

Moving forward, it is my hope that these four services will continue with the strength, determination and passion that embodied them this academic year. With this document, the services will be able to begin upon their histories and provide new services the foundation, knowledge and process to develop.

Cara Eng
Vice-President Campus Issues, 2008-2009

PART II: Executive Summary of Recommendations

This document is to develop a foundation and memory for the services within the Campus Issues portfolio. The following is a list of the recommendations to be enacted by future Vice-President Campus Issues.

Service Development

- i. Each service must evaluate the mission and mandate.
- ii. Each service must create short-term and long-term goals.
- iii. A process for creating services be developed and institutionalized prior to the academic year of 2009-2010, and shall consider the following guidelines:
 - a. Meet the principles and expectations of the existing USC services, as noted in this document.
 - b. No service shall overlap with an existing USC service, USC-ratified club or UWO-provided service.
 - c. Must provide services to support the multiple identities of students and/or provide services to address social issues and barriers.
 - d. Upon creation, must be subject to review by Council no later than AGM I.
- iv. Any group wanting to become a service must submit a formal proposal with a proposed budget outlining each expense and purpose to the Board of Directors for review.
- v. Each service must maintain a list of on-campus and off-campus relationships.
- vi. The Vice-President Campus Issues and USC Student Life manager must participate in relationship building and networking of each service.
- vii. Each service must brand all publications, events and services with its logo, accompanied by the USC logo (and when applicable, the USC Student Life logo).
- viii. Each service must track activity of membership lists and active student engagement per event to be submitted with final reports each year.

Programming

- i. PrideWestern continues to provide LGBTQ counseling and discussion groups.
- ii. Women's Issues Network continues to provide support groups.
- iii. AllyWestern begin to create a framework to network allies and create a support system of student leaders.
- iv. AllyWestern begin to create an outlet for which allies can become active partners in supporting LGBTQ students.
- v. EnviroWestern shall commit to a sustainability audit of the USC operations.
- vi. EnviroWestern shall evaluate long-term sustainable initiatives with UWO Administration.
- vii. Women's Issues Network, PrideWestern and AllyWestern explore the potential for new services by investigating student need and creating community partnerships.
- viii. Each service shall better engage its membership in the activities of the executive (when feasible), such as the formation of working groups or committees.
- ix. PrideWestern and the Women's Issues Network shall continue the commitment for wet/dry events.
- x. All services shall provide positive, inclusive programming rather than exclusive programming.
- xi. All social events must be funded via tickets and fundraising; USC-provided funding is dedicated to the service and therefore, the majority of large-scale social events expenses must not come from USC funding.
- xii. Each service coordinator shall connect the event/social director with the USC Student Life department in the summer prior to the academic year.
- xiii. Each individual responsible for events must meet with the Student Life department throughout the year.
- xiv. The Vice-President Campus Issues must reinforce proper procedures for event planning.

Level of Service

- i. Each service ensures that professionals are providing support services, and/or that student leaders receive training to ensure validity of the services.
- ii. Each service shall establish a relationship with the affiliated colleges, Huron, Brescia, King's, in order to begin institutionalized expansion.

- iii. Evaluate opportunities to partner with similar-interest groups on and off-campus, including faculties and affiliate clubs.
- iv. Commit to hosting regular office hours.
- v. Commit to hosting at least one AGM per academic term for its membership.
- vi. Each service must generate feedback from its membership and students-at-large at least once per year prior to AGM I.
- vii. Each service must present student feedback to USC Council no later than AGM I.

Governance & Structure

- i. The Vice-President Campus Issues maintain an integral role within the internal structure of services by attending at least one executive meeting, per academic term, for each service.
- ii. Service meetings consisting of the Vice-President Campus Issues, USC Manager of Student Life and each service coordinator occur at least once per term.
- iii. Each service is subject to review by USC Council no later than AGM I of each academic year.
- iv. All executive members of a service must complete a final report to be submitted no later than April 30 to their respective service coordinator.
- v. The Vice-President Campus Issues and the service coordinators shall organize a transition for executives, which may include Ally training, confidentiality training and an overview of USC policies and procedures.
- vi. AllyWestern be removed from the PrideWestern constitution, and therefore, hold its own constitution.
- vii. Each service constitution is reviewed to match the current structure of the respective service.
- viii. Each service constitution is formatted and reviewed by the Board of Directors and the USC Council.
- ix. Any changes to a constitution shall be brought forward to the Board of Directors and the Council for review before a service can enact said changes.
- x. EnviroWestern shall reevaluate the executive structure to allow for a shift of duties from the coordinator to the executive, similar to the structure of PrideWestern and the Women's Issues Network, while maintaining Project Teams.

Selection

- i. Each service coordinator shall be selected in the same standard procedure, allowing two executive members to attend interviews as non-voting members.
- ii. EnviroWestern's Project Team leaders and facilitators are chosen by a vote of simple majority at the first AGM following the selection of the incoming EnviroWestern Coordinator, no later than April 30.
- iii. The outgoing and incoming coordinator organize an information meet-and-greet with outgoing executives and each respective membership body to allow for opportunities to develop understandings of the roles and to explore potential collaborations and changes to roles. This shall be had no later than April 1.
- iv. When feasible, interested executive members be present at the service's AGM to gather feedback and/or support of the membership.
- v. Executive members of PrideWestern and the Women's Issues Network are to be selected via an interview process with the incoming and outgoing coordinator, the incoming Vice-President Campus Issues and an outgoing executive member.

Budget

- i. Each service budget rollover to ensure all proceeds and fundraising efforts continue into the next year and allow for the services to grow financially without complete dependence upon the USC's funding.
- ii. Each service budget must be subject to review by the Vice-President Campus Issues and USC Student Life manager prior to February to evaluate the progress and potential for traditional and new programming.
- iii. The EnviroWestern travel mug budget shall be moved from the portfolio of the President to the Campus Issues portfolio.

PART III: Service Terms

a. General Definition of Service

A service within the USC is created to better address social issues and barriers that exist within the UWO community. Each student service operates within the USC and under the direction of the Vice-President Campus Issues along with each respective service coordinator. The services are unique in their structure, governance and resources and are so to be able to perform the duties required and expected of them.

The following are the guiding principles that each service shares:

Principles of a service

- i. Act as an undergraduate student-focused resource
- ii. Provide education and awareness
- iii. Provide support for students needs
- iv. Provide open and safe spaces and programming for all students
- v. Support advocacy efforts when within the mandate of the service and the USC

*In addition, for the student support services (Women's Issues Network, PrideWestern and Ally Western), they are to promote the equality of all individuals

Alongside these principles, the USC services must continue to abide by the policies and procedures set by the USC, including the mission statement, *"to enhance the educational experience and quality of life for all undergraduates at The University of Western Ontario."*

Necessities of a Service

As USC-provided services, there are levels of expectation that have been set in this academic term; however, these expectations have not always been met nor recognized.

Services are meant to respond to student need and provide opportunities and services that reflect those needs. Generally, the services must provide opportunities and education to the entire UWO student community. Individually, each service provides services addressing particular issues within each community they uniquely represent.

Services must provide:

- i. Opportunities for involvement
- ii. Education and awareness
- iii. Support services for UWO undergraduate students*

Support Services

Support services refer directly to PrideWestern, Women's Issues Network and AllyWestern.

This academic year, PrideWestern and the Women's Issues Network, offered support services as an addition to their traditional programs.

It is recommended that:

- PrideWestern continues to provide LGBTQ counseling and discussion groups.

PrideWestern (in partnership with the Aids Committee of London) offered monthly LGBTQ discussion groups and one-on-one counseling as a result of public forums (“I have a dream...”) held in the spring of 2008 under the direction of Vice-President Campus Issues James Arthurs. These public forums were a result of PrideWestern’s demise at the end of the 2007-2008 academic year. The public forums allowed for discussions about what PrideWestern’s relevance in the UWO community and how the service could better support the LGBTQ community. Recommendations included expanding PrideWestern’s programming beyond social events and awareness programs.

It is recommended that:

- Women’s Issues Network continues to provide support groups.

The Women’s Issues Network (in partnership with Hope’s Garden) offered weekly disordered eating support groups. This initiative came forth by Hope’s Garden and their awareness of the need for an on-campus support group. As a result, they offered the USC the opportunity to host this service at no cost for an 8-week trial period. The WIN Coordinator, Ashley Bushfield, supported the initiative and the initiative continued beyond the 8-week trial by funding from the USC Student Life department.

It is recommended that:

- AllyWestern begin to create a framework to network allies and create a support system of student leaders.
- AllyWestern begin to create an outlet for which allies can become active partners in supporting LGBTQ students.

AllyWestern has yet to establish a database and network of the student allies. AllyWestern began as an educational service but was ratified (on March 2, 2005) with the intent of incorporating the purpose of Queerline (a telephone support service), which was to provide students an additional outlet in which allies could offer student support.

It is recommended that:

- Women’s Issues Network, PrideWestern and AllyWestern explore the potential for new services by investigating student need and creating community partnerships.

Due to the success of such programs, it is apparent that the services have the ability to provide support services and will continue to do so in the future. For each service, the need to support the students they represent should always be a main objective. The services should now investigate new opportunities and look to more community partnerships to help facilitate the services needed. Support services need not be limited to support groups but can be extended to such things as community outreach or advocacy and resource sharing. Each service shall commit themselves to garnering feedback regarding what additional initiatives to include in annual

programming.

It is recommended that:

- Each service ensures that professionals are providing support services, and/or that student leaders receive training to ensure validity of the services.

The Campus Issues Coordinating Committee of 2008-2009 met on January 20, 2009 and discussed many opportunities for improvement. There was a concern that trained professionals, when applicable, should offer support services, and otherwise, students should receive training prior to offering any service. It has been advised that the Women's Issues Network coordinator and executive receive crisis training and disclosure training due to the nature of student concern that comes to their attention. The same training may also be offered to the other service teams as a mechanism to ensure proper standards and procedures.

It is recommended that:

- Each service establishes a relationship with the affiliated colleges, Huron, Brescia and King's, in order to begin an institutionalized expansion.

Each service has made efforts to provide opportunities and services specifically on the campus of the affiliated colleges; however, this relationship is at the discretion of each service coordinator. A relationship should be established with each service to ensure that affiliate students are receiving the same opportunities as main campus students, but moreover, that the services can begin to understand the culture and needs of affiliate students. Institutionalized relationships need to be developed with student leaders, and moreover, begin to reach the administrative bodies at the affiliated colleges. In reaching administrative bodies, the services will have a better understanding of the climate of each respective college, but moreover can explore what services and opportunities can be provided to ensure no overlap and that all principles are respected. These expectations can be developed through the support of the Campus Issues Coordinating Committee, and as they continue to strengthen, should be written into the Terms of Reference for each coordinator and again, reflected in their accompanying service documents, such as constitutions and policies.

EnviroWestern

EnviroWestern is unique from the other services as it does support a particular community or identity of students and rather, provides opportunities to combat environmental concerns on campus with a grass-roots style. In most recent years, EnviroWestern has been known for its mug program and reusable grocery bag program. While these are strong programs, EnviroWestern should look to expand its campus-wide programming and increase its advocacy efforts.

It is recommended that:

- EnviroWestern engage in a sustainability audit of the USC operations, as per Built to Lead.
- EnviroWestern evaluate long-term sustainability initiatives, in collaboration with the UWO Administration.

It has been noted that The University of Western Ontario is not yet on par with the level of sustainability attained at other universities across Canada, such as The University of British Columbia. When the 2008-2009 Board of Directors ventured out West, UBC stood out with its dedication to sustainability such as the use of recycled paper in all advertisements and a unique bike kitchen for increased sustainable transportation for students (which included bike rentals and repairs). As UWO Administration begin to recognize the importance for sustainability on campus, EnviroWestern (as a representative of the USC) is a strong stakeholder and can

investigate the opportunities to collaborate on long-term initiatives such as a bike kitchen for students, or double-sided printing in all faculty departments for student essays and handouts.

USC & Service Relationships

Each USC service receives support from the USC ranging from financial support to office space to oversight. Most often, students recognize the USC services are unique because of the financial support they receive. Each service has received varying amounts of support of their years of development.

It is recommended that:

- The Vice-President Campus Issues maintain an integral role within the internal structure of services by attending at least one executive meeting, per team, for each service.

Each service is maintained by a coordinator who is responsible for relaying the information of the respective service's activities to the Vice-President Campus Issues. The VP Campus Issues is the general overseer of each service and helps in the guidance and direction of the services; however, each VP Campus Issues has their own style and approach to the leadership of the coordinators and the services. It should be noted that an off-hands approach has led to disruptions and miscommunications within the services' internal structures and therefore, the VP Campus Issues should look to maintain a stronger and more integral role within the function of the services.

The VP Campus Issues should attend at least one executive meeting, per term, for each service to ensure that each executive member is individually supported and recognizes the support of the VP Campus Issues. It is often difficult for each coordinator to relay all the details of the service in meetings or via email and therefore, it is important that the VP Campus Issues understand the dynamic of the executive, the projects for the term and address any questions or concerns directly to the executive. Bridging the gap between the services, the coordinators and the VP Campus Issues will create a stronger relationship and extend the transfer of information.

It is recommended that:

- Service meetings consisting of the Vice-President Campus Issues, USC Student Life manager and each service coordinator occur at least once per academic term.

Between each service, there is often very little networking. Because of the shared resources and institutionalized relationship, PrideWestern and AllyWestern remain close; however, the Women's Issues Network and EnviroWestern remain absent. It is important that, as a collective, each service has the opportunity to meet with one another to discuss their efforts, their opportunities and areas for networking. This year, service meetings were implemented to gather feedback from the services as a collective body. It is important to recognize that although each service operates autonomously from one another, they share a common interest in providing services to the UWO student community and it is important to ensure that these services are a collective body of support networks and can share resources, when applicable, but moreover can begin to help support one another with information and experience.

Including the USC Student Life manager ensures that institutional memory begin to occur beyond the 13-month term of the Vice-President Campus Issues. This year, the Student Life department began to expand its purview to include the services and many of their programs. The Student Life department began funding a variety of the support services initiatives that could not be entirely funded by the services nor the Campus Issues portfolio. To continue this relationship and to begin developing the understanding of the services within Student Life, it is important that a member of Student Life be a part of general services meetings.

In general, the inclusion of the USC staff is required in order to achieve the long-term goals of each service. The growth of each service is dependent upon the support of the USC as an organization.

It is recommended that:

- Each service is subject to review by Council no later than AGM I of each academic year.

No service has presented reviews to Council, with the exception of AllyWestern in March of 2008. In the approval of each service, it was recommended that a review be conducted and presented to the Council prior to AGM I; however without having been completed in any year, Council, the Board of Directors and students-at-large remain absent from the growth of each service. It is imperative that each service performs a review and be held accountable to Council to ensure best practices, appropriate activities and an evaluation of strengths and opportunities for improvement. The review is allow for Council to be a part of the development of the services.

AllyWestern

Conversations about the USC providing positive space training began in August of 2003 under the direction of Vice-President Campus Issues, Adrienne Kennedy. The original AllyWestern steering committee began at this time with a strong contributor from UWO Housing, Stephanie Hayne. The project officially began in March of 2004 with the training of incoming residence staff. The purpose of positive space training was to reach a goal of developing an inclusive campus, where all students can feel safe and comfortable about their own sexuality. The mandates are similar to what the service continues to provide, including emphasizing visible materials such as the pins and safe space cards.

AllyWestern then transpired as an amalgamation of Queerline and the pilot project, AllyWestern. AllyWestern was ratified on March 2nd, 2005 under the direction of Vice-President Campus Issues Eric Johanssen. With the amalgamation, sets of short-term and long-term goals were created by which Ally was meant to follow.

They were:

Short Term Goals	Long Term Goals
Select a program coordinator	Heavily promote during O-Week 2005
Establish terms of reference for steering committee	Offer workshops to faculty & staff
Create steering committee schedule	Create a workshop schedule for the yr
Complete a website	Create the support network of allies
Have materials ready (buttons, safe space cards,	Implement the program in London community
<u>Create a one-yr strategic plan</u>	

The first Ally coordinator was selected mid-yr of 2006, and another in April of 2006. These goals were never relayed onto the coordinators; however, many of the short-term and long-term goals were achieved [the incomplete goals are the steering committee efforts, strategic plan, the support network of allies and the community outreach]. Since the development of these goals, the program has manifested into more than its original mandate including topic-specific workshops and yearly awareness campaigns.

The AllyWestern budget derived from the original Queerline budget, and has grown over the past 3 years to include a variety of new opportunities such as a conference line to allow for the Ally and PrideWestern coordinators to go to a national conference.

Year	Budget (\$)	Actual Budget (\$)
2003 (Pilot Program estimate)	5260.00	
2003-2004 (Queerline)	750.00	(306.35)
2004-2005 (pilot project)	2500.00	679.16
2005-2006 (Ally)	2500.00	1412.34
2006-2007	2250.00	1945.89
2007-2008	6929.96	6272.13
2008-2009	6930.00	

AllyWestern has shared many resources with PrideWestern, as the AllyWestern coordinator also sits on the PrideWestern executive team. AllyWestern shares an office space and website with PrideWestern. It has been encouraged that AllyWestern create its own website; however, such a change is minimal in the actual efforts and function of AllyWestern.

In 2007-2008, a significant increase occurred due to \$3000 begin allotted to conferences. This budget allows for the AllyWestern coordinator and the PrideWestern coordinator to attend a conference to develop greater programming and networks across Canada. Previously, PrideWestern did not have the ability to go to such a conference and sought funding through the USC Finance Committee.

The budget allotted has continuously reflected what is needed of the pilot project estimate; and the budget has remained relatively the same as materials need not be purchased each year.

PrideWestern

The USC created the position of the Pride Resources Commissioner prior to 1999 (though titled Gay, Lesbian, Bisexual Issues Commissioner), who oversaw the creation of a Pride Festival, with a budget ranging between \$750 and \$1000.

PrideWestern was first known as UWOut, a USC-ratified club. In April of 2005, the decision to turn UWOut into the "Pride Network" came from Vice-President Campus Issues, Eric Johanssen. The purpose of establishing the PrideNetwork was to unite all the pride services of the USC, but still allowing them to work independently. These services included the AllyWestern Network Coordinator, UWOut and the Pride Resources Commissioner. The aim was to design the Pride Network service to be similar to the structure of the Women's Issues Network. Johanssen's initial idea was to link each pride resource together but allow them to maintain the same structure with UWOut as a club. At this time, the proposed budget by all parties involved was upwards of \$4500; however, Johanssen suggested a friendly \$3400 instead. The Board of Directors (2004-2005) decided against this. The end decision was to create a Pride Network with one individual accountable to the USC and the AllyWestern coordinator would become a sister-service to PrideWestern in their duties and mission, but maintain their autonomy in services.

At the Board table on April 27, 2005, Johanssen reported that Gitta Kulczycki (UWO VP Administration) would be donating \$3000 to support the development of the Pride Network, and therefore, the USC would provide \$400 from the VP Campus Issues portfolio budget to match the needed \$3400. If AllyWestern, Pride Resources Commissioner and PrideWestern were to combine their efforts, the total Pride Network budget would be \$6000.

Year	Budget (\$)	Actual Budget (\$)
2004-2005 (UWOut)	2000.00 (from membership fees)	2500.00
2005-2006	750 *not including UWO contribution	2880.19
2006-2007	4338.75	6879.39
2007-2008	6560.00	7222.56
2008-2009	6700.00	

The PrideWestern budget has many discrepancies in bookkeeping and the varied budgets range from the Pride Resources Commissioner to UWOut to the PrideWestern Coordinator. The miscommunication between a variety of groups has resulted in poor bookkeeping but moreover, in terms of the budget, PrideWestern began receiving more funding to help support its campus-wide campaigns and advertising needs. More over, monies were allotted to help PrideWestern develop its resource library, similar to that of the Women's Issues Network.

Women's Issues Network

The Women's Issues Network has been the longest standing service provided by the USC and dates back beyond many of the USC staff members. Prior to the creation of the Women's Issues Network, there existed a commission for women's issues resulting in ad-hoc commissioner roles until the USC Council formally established the Women's Issues Network by unanimous vote on January 26, 1994. The network would provide a formal women's centered space with daily office hours to support women's needs, a constitution and active resource sharing with the Women's Studies department and other bodies on and off campus. The network was developed to address the issues that the commission had faced such as inadequate space, inability to offer support and moreover, lack of consistency year-to-year. In its first year, WIN established a feminist film series, a newsletter, the active library of more than 400 pieces of literature and a women's focused radio show on CHRW. At that time, the President's Committee on the Safety of Women committed to \$8000 to help fund the initial creation of the service.

Year	Budget (\$)	Actual Budget (\$)
Prior to 2002	3500.00	3334.22
2002-2003	3400.00	3553.09
2003-2004	3400.00	4034.17
2004-2005	3415.31	2079.78
2005-2006	3464.51	3768.26
2006-2007	3464.51	2967.74
2007-2008	5409.88	(6028.78)
2008-2009	5410.00	

The Women’s Issues Network budget has remained consistent over the past decade. Increases in the budget have resulted to increase support for the VDay productions.

EnviroWestern

In March of 2006, Vice-President Campus Issues Kelly Wilson created EnviroWestern the service from the Environmental Awareness Commissioner. The Environmental Awareness Commissioner (as approved on October 6, 1998) worked closely with the USC-ratified club, EnviroWestern and liaised between the club and the USC. The Environmental Awareness Commissioner helped to establish the USC’s Sustainability Policy and in its last year, began focusing on bringing environmental issues into the student perspective with increased promotions and more grass-roots work. The structure of the “project teams” continued through this commissionership to the service development. The project teams are ad-hoc teams that gather groups of students to topic-specific projects, such as campus clean up, waste audit and the mug team. Many of these campaigns continued to show their importance as EnviroWestern became a service – one major project is the travel mug initiative which was allotted \$7000 in the Presidential line, as per Built To Lead.

It is recommended that:

- The travel mug budget be moved from the portfolio of the President to the Campus Issues portfolio.

On March 15, 2006, Wilson presented a briefing on why EnviroWestern ought to be a service, with an overseeing coordinator. The role EnviroWestern played in the UWO community continue in the same speed – EnviroWestern has traditionally been the service that liaises with many UWO groups such as Hospitality Services, Western Libraries, Physical Plant and the UWO Book Store. The need for the service was to ensure that accountability and funding were present in tacking environmental issues across campus – it was a natural fit to institutionalize EnviroWestern within the USC. The coordinator would then play the role of ensuring the accountability of the project teams, and therefore, allowing the USC to play a role in the conduct and function of the project teams.

Year	Projected Budget (\$)	Actual Budget (\$)
2002-2003 (Env’t Awareness Commissioner)	400.00	199.46
2003-2004	400.00	648.48
2004-2005	400.00	268.84
2005-2006	300.00	549.21
2006-2007 (EnviroWestern)	2797.26	6449.49
2007-2008	4797.22	4,286.23
2008-2009	7007.94	

The significant change to the EnviroWestern budget in 2006-2007 is a direct reflection of the development of the service, and a transfer of funds from the club to the service.

It is recommended that:

- Each service budget rollover to ensure all proceeds and fundraising efforts continue into the next year and allow for the services to grow financially without complete dependence upon the USC's funding.

Each year, fundraising efforts of PrideWestern and the Women's Issues Network have been encouraged to help provide the financial supports to fund their projects and programs. Budgets do not rollover onto the next year and therefore, all fundraising efforts are lost and as a result, funds are often donated to external bodies. Although this ties into the mandate of many of these services, it is the goal that the funds raised will go towards providing stronger services for students or for new initiatives that will directly impact UWO students. It must be noted that these services are present for the UWO student community, and they must be considered as the first and foremost community in all of the activities of each service. As of March 2009, Carrie Passi along with the support of Mark Wellington have confirmed that each service will receive rolling budgets and therefore allowing each service to maintain the status of their budgets each year, rather than have budgets return to the USC.

It is recommended that:

- All social events must be funded via tickets and fundraising; USC-provided funding is dedicated to the service and all extravagant social events must be able to cover expenses.

The USC is responsible for funding each service with the intent that these services will utilize their funds to support the student community. Although it is recognized that social events are a major portion of the services of PrideWestern and the Women's Issues Network, it is not in the purview of the USC to entirely fund social events. It is the responsibility of these services to be able to fund these events and to recoup the majority of costs through fundraising efforts and ticket sales. This expectation is applied to the VP Student Events portfolio and the same expectation must be expected from the VP Campus Issues portfolio as well. It is recognized that services are unique in their programming and mandates; however, it is financially irresponsible to spend large portions of USC-provided budgets on extravagant social events and not on support services for students.

General Standards of a USC Service

Each service shall:

- Act as representatives of the USC.
- Respect and follow the USC mandate and all policies and procedures.
- Ensure constant communication with the Vice-President Campus Issues.
- Remain non-partisan and refer students to appropriate resources or community organizations when applicable.
- Be held accountable to all students-at-large and the communities they represent.

The services are not autonomous from the USC and as extensions and representatives of the USC, they are to be respectful of the USC mandate and its policies and procedures. The same standards that are applied to USC-ratified clubs also apply to the services such as event proposals and publications and posters to be reviewed by the Advertising Oversight Committee (AOC). Services are granted unique status in that they can commit to hosting meetings and socials without event proposals; however, it is important that this information is relayed to the USC Student Life department.

USC services are accountable to all students and therefore, remain non-partisan. If a service is uncertain about an affiliation, it is the duty of the Vice-President Campus Issues and when applicable, the Board of Directors, to advise the service. It should be noted that the USC has resources to help each service develop its understanding of these relationships and how to handle them in their day-to-day work. Services often handle many student concerns; however, they must be aware of the appropriate resources if they are not comfortable handling the situation or if it is beyond their purview. It is an expectation that each service is well versed in all the resources and similar community organizations available to students.

b. Coordinator Terms of Reference & Selection

Each coordinator should be chosen in the same standard procedure as all USC commissioners and coordinators, including application and interview process with members of the nominating committee, incoming and outgoing Vice-Presidents and the outgoing coordinator. Each coordinator is chosen in this way, with the exception of the Women's Issues Network Coordinator and EnviroWestern Coordinator. The WIN coordinator interview follows the same process and procedure; however, includes two outgoing executive members (non-voting) as well. This is done to ensure that the incoming coordinator understands the history and functioning of the service, which prevents rogue coordinators from entering the service.

It is recommended that:

- Each service coordinator shall be selected in the same standard procedure, allowing two executive members to sit in as non-voting members.

Inconsistencies in service coordinator selection should not be tolerated, and therefore, it is either that all coordinators are chosen with two outgoing executive members as non-voting members of the nominating committee, or that no executive members are included in the process. One exception would be the AllyWestern coordinator as that individual does not have an executive team, and therefore would follow the same standard process as all USC commissioners and coordinators.

c. Executive Teams

Executive Structure & Selection

Three of the four support services have executive teams, each with varying structures and selection processes. EnviroWestern and PrideWestern have maintained their constitutions since their club status (modeled after existing service constitutions), and that necessarily ties them to conduct the selection of their executives through an election at their first AGM, which must be held before the end of the academic term, upon the selection of the coordinator. The Women's Issues Network executive is chosen through an interview process with the incoming and outgoing coordinator, the incoming Vice-President Campus Issues and outgoing executive member.

The following is the structure of each executive team as of March 2009:

PrideWestern Executive	Women’s Issues Network Executive	EnviroWestern Executive
PrideWestern Coordinator	WIN Coordinator	EnviroWestern Coordinator
AllyWestern Coordinator	VDAY Commissioner	Project Team leaders (vary based on interest, needs of membership)
Director of Finance & Administrative	Internal Relations	Facilitators (aide to Project Teams)
Activism Director	Artistic & Publicity Manager	
Electronic Communications Director	Administrative Assistant (aide to the core committee)	
Print Communications Director	Publications Manager	
Director of External Affairs	Internal Relations Manager	
Social Director – small events	External Relations Manager	
Social Director – large events	Resource Manager	
Graduate Representative		
First-Year Representative		
Residence Representative		

Each executive team is unique in structure, in particular the EnviroWestern executive team. The EnviroWestern executive do not hold designated positions, rather is formed with ad-hoc Project Teams. Project Team leaders are chosen at AGM to reflect the needs of the community and the amount of interested individuals, thus giving each individual an opportunity to be involved. These individuals are elected at AGM, followed by the election of facilitators, which are aides to the teams. The EnviroWestern executive of 2008-2009 was very accepting of this structure because it allowed for all individuals to get involved, which is an asset to EnviroWestern’s function and service to the UWO community.

It is recommended that:

- EnviroWestern’s Project Team leaders and facilitators are chosen by a vote of simple majority at the first AGM following the selection of the incoming EnviroWestern coordinator.
- EnviroWestern reevaluate the executive structure to allow for a shift of duties from the coordinator to the executive, similar to the structure of PrideWestern and the Women’s Issues Network, while maintaining Project Teams.

EnviroWestern’s purpose is to allow for projects to develop based on the needs of the student community and the selection of the executive at AGM has proven to be the most effective opportunity for all members to assess the environmental needs and to develop goals for the upcoming year. As such, these collaborative opportunities are required to ensure that EnviroWestern continues performing its mandate.

An election process by a service's membership is important because it allows for the membership to decide who represents them in the upcoming year; however, that does not necessarily mean that the individual selected has the appropriate skill set to be able to hold an executive role. Noting the "sinking ship" of PrideWestern in March of 2008, the opportunity to connect with membership was much lower and prior to that, PrideWestern faced difficulties gathering interested members to AGM's resulting in cancellations and delayed elections. Therefore, the election process may not necessarily be the best method of selection. Membership is often very ambiguous and it is only required (as per their constitutions) that a simple majority is reached at AGM. This process, in itself, is flawed.

Furthermore, in recruiting executive members, it has been difficult for both PrideWestern and the Women's Issues Network to gather interest from general membership. As a result, executive teams are often composed of past executive members and few new members. Both services must be encouraged to recruit their general membership into the day-to-day business of the service, be it through office hours, help with programming or general presence. This outreach is imperative in developing the skills and knowledge of potential incoming executive members and should occur in order to help the executive teams perform their duties.

Consistently, executive teams are overworked and therefore, duties are not complete and the service coordinator is the person that takes on the brunt of the workload. It is imperative that each service look to incorporate the membership in the sharing of the workload to help alleviate the stresses placed on the executive and the coordinator.

It is recommended that:

- The outgoing and incoming coordinator organize an information meet-and-greet with outgoing executives and each respective membership body to allow for opportunities to develop understandings for the roles and to explore potential collaborations and changes to roles. This shall be had no later than April 1.
- When feasible, interested executive members be present at the service's AGM to gather feedback and/or support of the membership.
- Executive members of PrideWestern and the Women's Issues Network are selected via an interview process with the incoming and outgoing coordinator, the incoming Vice-President Campus Issues and an outgoing executive member.

It is recommended that:

- Each service commit to regular office hours.

Engaging new members and volunteers requires contact with executive teams and service coordinators. In hosting regular office hours, there is an increased opportunity for members to meet and greet with executives but furthermore, to develop a sense of community and involvement. Office hours, as depicted through the community developed in the Women's Issues Network, helps to develop a sense of community.

It is important to note that the Women's Issues Network is dedicated to providing a women's centered space; however, shall commit to providing a general safe space for all identities and all communities.

Accountability of Executive

Currently, there are few accountability measures in place to ensure executives can perform their roles to the best of their abilities, or at all. Involving the Vice-President Campus Issues in the selection process and general

involvement will help to develop the relationship of the executive with the VP to allow for any inquiries and concerns to follow-through to the VP, when an executive is uncomfortable speaking directly with the service coordinator.

It is difficult to create strong accountability measures because executive teams are students first and foremost and one should not be penalized for being a student and choosing academics as a priority; however, it becomes troublesome when the activities of a service begin to diminish and suffer as a result. Executive teams need to be reminded about the importance of their duties and when not possible, should look to gather support of fellow executives and membership. It is not about punishing executives but ensuring that the activities of the service remain constant and active.

If an executive member consistently proves to be difficult or refuses to be an active participant, then that individual should meet with the service coordinator and the Vice-President Campus Issues to evaluate what problems exist and where there are opportunities for success.

Transition

Currently, no transition occurs with coordinators or executive teams.

It is recommended that:

- All executive members of a service complete a final report to be submitted no later than April 30 to their respective service coordinator.
- The Vice-President Campus Issues and the service coordinators organize a transition for executives, which may include Ally training, confidentiality training and an overview of USC policies and procedures.

As a primary source of understanding the role, duties of the position, strengths and weaknesses, executive members shall complete a final report. Final reports should be submitted to the respective service coordinator, and in turn, submitted to the Vice-President Campus Issues for oversight and to have the documents placed in central files to ensure the institutional memory of the roles and duties overtime. Documentation is important in maintaining the history and evolution of these services and as roles and duties change consistently, it is imperative that the services begin to track this information. These final reports should include a description of their roles, duties and experiences. Furthermore, final reports should include an operating manual of contacts, processes and procedures to follow, as well as any additional documentation. These documents will also help the incoming Vice-President Campus Issues better understand the service from the perspective of those directly involved.

When feasible, each executive member shall arrange to meet with the incoming executives to be able to speak about the role and the opportunity for changes. It is in the best interest of all members to create these transitional processes.

d. Constitution Review

Each service operates with a guiding document – its constitution; however, over the past few years, few constitutions have come to Council for review or changes and what changes have been made have been done internally within the respective service. Ultimately, what the USC has documented as the standing constitution is not necessarily so. This can be reflected in the executive positions and duties that are currently in place, as few reflect the actual constitutions.

Traditionally, any constitution that is to be changed is to come to the Board of Directors for approval as these constitutions are binding. The concept of a constitution for the services has continuously been questioned; however, it is without a doubt that having a document that guides the direction of a service is imperative.

It is recommended that:

- AllyWestern be removed from the PrideWestern constitution and therefore, have its own.
- Each service constitution is reviewed to match the current structure of the respective service.
- Each service constitution is formatted and reviewed by the Board of Directors and the Council.
- Any changes to a constitution be brought forward to the Board of Directors and the USC Council for review before a service can enact said changes.

Moving forward, each constitution will be reviewed to meet the requirements and expectations as stated in this document and will reflect the current structure of each respective service. Each service coordinator has stated the importance of the constitutions, in principle.

It is recommended that:

- Each service evaluates their mission and mandate.
- Each service creates short-term and long-term goals.

It is important that with a constitution review, the mandate and mission of each service is review to ensure that they are still applicable. The mandate will clearly outline the purpose of the service, their duties and whom they serve. This is often what describes the service to the general student community. Furthermore, creating short-term and long-term goals will help in ensuring the services are meeting the expectations as set out by their mandate. Each service functions with a broad understanding of its goals; however, in outlining them, there can be more accountability and objectivity in meeting these goals.

e. Procedures

Programming

It is recommended that:

- Each service coordinator connects the event or social directors with the USC Student Life department in the summer prior to the academic year to discuss programming ideas.
- Each individual responsible for events and socials meet with the Student Life department throughout the year.
- The Vice-President Campus Issues reinforce proper procedures for event planning.

The Student Life department operates to ensure that all programming is created effectively and efficiently. The USC services operate with minimal budgets considering the expectations for programming and services. It is imperative that the services cooperate with the Student Life department and liaise with Student Life when events are to occur, in particular large-scale events such as PrideWestern's annual Pride Ball.

The services often neglect the event proposals, as mandated for all student organizations; however, it is important that any student event follows these guidelines.

It is recommended that:

- Services continue the commitment to provide positive, inclusive programming rather than exclusive programming.
- When applicable, services continue the commitment to providing wet/dry programming.

PrideWestern has continued to commit to providing inclusive programming, not exclusive programming. Each service shall continue this commitment while evaluating the opportunity to host more wet/dry events. The services develop through community building and bridging the gaps between various communities and it is through these all-inclusive events that memberships increase and more students become involved in the services and their activities.

PART IV: Service Development

a. Developing New Services

Process & Qualifications

Services have developed over time in order to improve the operations and mandate of the USC to address the social issues that UWO students have faced. These have ranged from the need to create an inclusive community to uniting many different networks on campus.

It is recommended that:

- A process for creating services is developed and institutionalized prior to the academic year of 2009-2010, and shall consider the following guidelines:
 - Meet the principles and expectations of the existing USC services, as noted in this document.
 - No service shall overlap with an existing USC service, USC-ratified club or UWO-provided service.
 - Must provide services to support the multiple identities of students and/or provide services to address social issues and barriers.
 - Must be subject to review by Council no later than AGM I.
- Any group wanting to become a service must submit a formal proposal to the Board of Directors for review.

Thus far, there has been no institutionalized method for developing new services or objective reasoning for why these services have been chosen. Documentation and processes should be developed with the Vice-President Campus Issues & the USC General Counsel to be brought forward to the Board of Directors to ensure that when new services are developed, they are not created irresponsibly.

Following the precedent of AllyWestern, PrideWestern, EnviroWestern and the Women's Issues Network, each group became a service due to the need to enhance and institutionalize the resources in order to be able to better provide for the groups they represented. The USC created many of these services to link the multitude of similar groups together and/or to provide the resources necessary to be able to provide the services needed by the community. As such, any group that is to become a service in the future must be addressing student needs that no other group has been addressing; services are not to be created to simply provide office space or financial resources.

Budget

Each USC service is given a budget based on its needs – such as telephone, campaigns, advertising/promotions, and general programming. The monies allotted reflect the ongoing programming and institutionalized programs that have developed within the past year. Each month, the Vice-President Campus Issues is aware of all the expenditures within the portfolio including the expenses of the services. No service is to irresponsibly spend its funds, and this expectation is set for all commissioners and coordinators of the USC.

b. Expanding Current Services

This year, the services have made diligent efforts to expand their traditional programming to include new

partnerships with on and off-campus groups, new programming and encouraged outreach to all UWO undergraduate students.

It is recommended that:

- A formal proposal for a new service must be accompanied by a proposed budget, outlining each expense and its purpose.
- Each expense shall reflect the mandate and goals of the service.

As this progress continues to happen, it is important to consistently reevaluate the ongoing programs to ensure that they are relevant and important to the student community. There is no formalized process for evaluating the relevance of a program beyond student input and inquiry; however, the problem is often that the students that are not engaged in the programming and there are few opportunities to gather feedback from these students. The most recent feedback was that gathered with the 2008 USC Student Survey.

The following are the survey results for student satisfaction of the promotions and service provided, based on 4729 participants:

SERVICE	Strongly Disagree	Somewhat Disagree	Neutral	Somewhat Agree	Strongly Agree	Not Applicable
PrideWestern	164	254	1703	1070	498	927
WIN	170	418	1832	826	349	1032
EnviroWestern	118	385	1384	1680	629	430

Results such as these outline which services have been reaching the general student body and where there may be areas for improvement.

It is recommended that:

- Each service generate feedback from its membership and students-at-large at least once a year prior to AGM I.
- Results from student feedback are provided in the review of the service no later than AGM I.

Consistently, it has been difficult for the Women’s Issues Network and PrideWestern to reach the general student community, and therefore, has focused on those already participating and engaged in the service. Moreover, student feedback from those already engaged in the service must be provided in order to best assess what programs and operations are still valuable and which are less so.

It is recommended that:

- Each service better engage its membership in the activities of the executive (when feasible), such as the formation of working groups or committees.
- Commit to hosting at least one AGM per academic term for its membership.
- Evaluate opportunities to partner with similar-interest groups on and off-campus, including faculties and affiliate clubs.

In constant evaluation, there is a bottom-up style of leadership that allows for the community to determine what is needed, preferred and important for the service.

It is recommended that:

- Each service must track activity of membership lists and active student engagement per event to be submitted with final reports each year.

Relationships

Each service connects with a variety of on-campus groups, as well as off-campus organizations. These relationships often develop from collaborative programming and services, and help to connect students with larger networks and future opportunities. It is important for each service to track its relationships and contacts for future use and often, to ensure continued programming or supports.

It is recommended that:

- Each service maintains a list of on-campus and off-campus relationships, including but not exclusive to:
 - UWO Administration
 - UWO-provided services
 - UWO Housing & Ancillary Services
 - Student organizations
 - Faculty departments
 - Community organizations
 - National groups
 - Other student unions
- The Vice-President Campus Issues and the manager of Student Life participate in relationship building and networking.

The Vice-President Campus Issues or the manager of Student Life may be involved in establishing and maintaining contacts and networks. It is important for each service to work collaboratively with the VP Campus Issues and the manager of Student Life to ensure relationship longevity and increased accountability.

Brand Management

It is recommended that:

- Each service brands all publications, events and services with its logo, accompanied by the USC logo (or when applicable, the USC Student Life logo).

Each service has its own logo that has been used since its existence – it is imperative to utilize the logo whenever a publication or event is being hosted so that students can begin to recognize the services and programs put on by each service. The logo should be used on everything from newsletters to posters to websites. When needed, new logos can be developed; however, are subject to approval by the Board of Directors.

Budget

As services develop and grow, their needs for financial support also grow. These financial supports are in place to directly fund the programs and services that they are providing to students; however these funds are continuously reviewed. At the development of the next year's budget, each service is subject to more or less funding depending on how the funds were used and what programs need to be maintained. It should be noted that this year, many programs were funded in collaboration with the USC Student Life department.

It is recommended that:

- Each service budget is reviewed with the Vice-President Campus Issues and manager of Student Life prior to February to evaluate the progress and potential for traditional and new programming.

This year, a services flex fund was created to allow for services to propose for increased funding based on specific initiatives. Services continuously debate the amount of funding that is received; however, the historical documentation of the services shows that each service received funding based on its initial needs or to follow the precedent set by membership fees.

Each service is responsible for maintaining traditional programming but also ensuring that any new programs receive adequate funding for future years. This academic year set an example for the extent to which the services can grow and what collaboration opportunities exist between the services and the Student Life department, but furthermore, assisting in the mandate and mission of each service.

PART V: Process

This review was conducted with continuous student feedback, review of historical documentation ranging from minutes from the Board of Directors to constitutions and consultations with the Student Life department.

The following is a list of the lead groups consulted:

Service Meetings

Will Bortolin, EnviroWestern Coordinator; Ashley Bushfield, Women's Issues Network Coordinator; Chelsea Cameron, PrideWestern Coordinator; Chris Nicoloff, AllyWestern Network Coordinator; Mark Wellington, USC Student Life manager (*ex officio*); and Cara Eng, USC Vice-President Campus Issues (*chair*).

Service Executive Teams

Campus Issues Coordinating Committee

Sarah Casselis, Huron University College Students' Council VP Student Issues; Kevin Collins, King's University College Students' Council VP Student Issues; Dana Serwotka, Brescia University College Students' Council VP Student Issues; Vera Ivanenko, USC councilor; Akhil Khitani, USC councilor; Lindsay Traves, USC councilor; Will Bortolin, EnviroWestern Coordinator; Ashley Bushfield, Women's Issues Network Coordinator; Chelsea Cameron, PrideWestern Coordinator; Chris Nicoloff, AllyWestern Network Coordinator; Cara Eng, USC Vice-President Campus Issues (*chair*).

Board of Directors

Cathy Clarke, USC General Manager; Kendell Wilde, USC General Counsel; Stephen Lecce, USC President (*chair*); Rachel Halpern, USC Communications Officer; Cara Eng, USC VP Campus Issues; Matt Kington, USC VP Finance; Rich Caccamo, USC VP Student Events; Jacqueline Cole, USC VP University Affairs.

USC Council 2008-2009

USC Council 2009-2010