



2018-2019 Executive Board Meeting

Topic: Executive Board Meeting 18-01

Date & Time: Tuesday, May 22, 2018
1:45 p.m.

Place: L.R Wilson Hall, room 2001

Items:	1)	Adopt Agenda	
	2)	Adopt Minutes EB 17-25, EB 17-27	
	3)	CLAY Report	Rachel Persaud
	4)	Horizons Report	Joshua Yachouh
	5)	MACycle Report	David Zaslavsky
	6)	Open EB/MSU Seats on Committees	Farah
	7)	Close EB Seats on Committees	Farah
	8)	Open Nominations for Students of Distinction Award	Scott
	9)	Transition Reports	Scott
	10)	Horizons Yearplan	Epifano
	11)	Wage Review	Robinson
	12)	Capital Request – PCC Renovation	Epifano/Robinson
	13)	Closed Session	Epifano

Objectives	1)	Adopt Agenda
	2)	Adopt Minutes
	3)	Report
	4)	Report
	5)	Report
	6)	Approval
	7)	Approval
	8)	Approval
	9)	Approval
	10)	Approval
	11)	Approval
	12)	Approval
	13)	Approval
	14)	Provide Information & Answer Questions
	15)	Unfinished/Other Business
	16)	Time of Next Meeting and Motion to Adjourn

Motions

- 6.a)** Moved by ____, seconded by ____ that the Executive Board open nominations for two (2) Executive Board members on the Space Audit Committee.
- 6.b)** Moved by ____, seconded by ____ that the Executive Board open nominations for one (1) Executive Board member on the Sponsorship and Donations Committee.
- 6.c)** Moved by ____, seconded by ____ that the Executive Board open nominations for one (1) MSU member on the Sponsorship and Donations Committee.
- 6.d)** Moved by ____, seconded by ____ that the Executive Board open nominations for one (1) Executive Board member on the Silhouette Board of Publications.

- 6.e) **Moved** by _____, **seconded** by _____ that the Executive Board Open Nominations for one (1) Executive Board member on the EFRT Advisory Committee.
- 6.f) **Moved** by _____, **seconded** by _____ that the Executive Board open nominations for one (1) Executive Board member on the Wage Review Committee.
- 7.a) **Moved** by _____, **seconded** by _____ that the Executive Board close nominations for two (2) seats on the Space Audit Committee.
- 7.b) **Moved** by _____, **seconded** by _____ that the Executive Board close nominations for one (1) Executive Board member on the Sponsorship and Donations Committee.
- 7.c) **Moved** by _____, **seconded** by _____ that the Executive Board close nominations for one (1) Executive Board member on the Silhouette Board of Publications.
- 7.d) **Moved** by _____, **seconded** by _____ that the Executive Board close Nominations for one (1) Executive Board member on the EFRT Advisory Committee.
- 7.e) **Moved** by _____, **seconded** by _____ that the Executive Board close nominations for one (1) Executive Board member on the Wage Review Committee.
8. **Moved** by _____, **seconded** by _____ that the Executive Board open nominations for the MSU Students of Distinction Award.
- 9.a) **Moved** by _____, **seconded** by _____ that the Executive Board approve the transition report for the Vice-President (Finance) '18, as circulated.
- 9.b) **Moved** by _____, **seconded** by _____ that the Executive Board approve the transition report for the Vice-President (Administration) '18, as circulated.
- 9.c) **Moved** by _____, **seconded** by _____ that the Executive Board approve the transition report for the Vice-President (Education) '18, as circulated.
10. **Moved** by Epifano, **seconded** by _____ that the Executive Board approve the Horizons Coordinator's Yearplan, as circulated.
11. **Moved** by Robinson, **seconded** by _____ that the Executive Board approve the Wage Review Committee's recommendation for the EFRT Assistant Director, as circulated and attached.
- 12.a) **Moved** by Epifano, **seconded** by _____ that the Executive Board allocate \$4,450.00 from the Capital Growth Fund for the Pride Community Centre renovations, as per the quote circulated and attached.
- 12.b) **Moved** by Epifano, **seconded** by _____ that the Executive Board expend \$4,450.00 from the Capital Growth Fund for the Pride Community Centre renovations, as per the quote circulated and attached.

**Executive Board Meeting 18-01
Tuesday, May 22, 2018 @ 1:45pm
MSU Boardroom, MUSC room 201**

Called to Order 1:56pm

Present Bertolo, Epifano, Farah, Hackett, MacLean, Robinson, Roshan, Shingleton-Smith, Warwani

Late

Absent

Others Present V. Scott (Recording Secretary), M. Wooder (MCD), S. Figueiredo (AVP (Services)), Rachel Persaud (CLAY Coordinator)

1. Adopt Agenda

Moved by Robinson, **seconded** by Shingleton-Smith to adopt the agenda, as presented.

Passes Unanimously

2. Adopt Minutes

Moved by Warwani, **seconded** by Bertolo to adopt the minutes of Executive Board meetings 17-25 – March 9, 2018, 17-27 – March 23, 2018, as circulated.

Passes Unanimously

3. CLAY Report – Rachel Persaud presented

- Persaud summarized the report.

Questions

- Robinson asked if there were any updates for the budget from when the report was submitted. Persaud responded that the delegate manuals came out more than expected by \$200, but that she didn't have any other updated pricing.
- Wooder asked Persaud to highlight the conflict with the school board. Persaud responded that CLAY wasn't part of school programming as it takes place on a Friday. She explained that there was more to it, but they're working on it and that it was important to stick within the guidelines that the school board laid out. Farah added that last year's CLAY teams entered Hamilton schools without permission, and no one is allowed to enter schools without checking in. Farah stated that CLAY also had a different suicide prevention protocol than the high schools.
- Warwani asked if they received any support in trying to mend the relationship. Persaud responded that the past president sent an email but there wasn't any follow-up.
- Roshan asked for the demographic of those entering CLAY this year. Persaud responded that the students are coming from Brampton, Mississauga, Burlington, Oakville, Toronto, and Hamilton.
- MacLean stated that Persaud mentioned that her and her team were stressed and overworked. He asked how many hours on average were they spending on CLAY. Persaud responded that she would try to get to the Committee Room by noon and would be up until 2 or 3 in the morning, and that she couldn't go home within the past month for more than 24 hours. Persaud stated that she could handle herself, but was more concerned about her team being overworked.
- Robinson asked about how many returning students were going to CLAY and if they encourage returners. Persaud responded that every year they switch up the programming so that they don't have stagnant activities, so it's fine if someone returns. She stated that she could look at previous reports about metrics.

- Warwani asked what ideas does Persaud have for volunteer appreciation. Persaud responded that she would like to take her exec on a retreat in July as a thank you. She added that she wasn't sure what else she could do as they have already done dinners.
- Shingleton-Smith asked how many staff were returning, and how many were new. Persaud responded that 71 of those they had interviewed were not engaged before.
- Robinson asked why was the exec overworked. He stated that the work should remain consistent from when they were hired. He asked if they did any timeline planning or goals to hire. Persaud responded that the last month will always be the busiest as the majority of the portfolio was the last month leading up to conference. She explained that they did try their best to do things ahead of time, but a lot of the bulk comes down to the last month.
- Epifano asked if Persaud was asked to submit a yearplan. Persaud responded that she was, but didn't. She explained that she wasn't asked until the beginning of March, but she did have her own breakdown of what needed to be done.
- Warwani asked how the rest of the outreach go. Persaud responded that they went to resource centres.
- Hackett asked if there were dates that could be pushed up so that the bulk amount of work didn't have to be done the month before. Persaud responded that as much as they tried to space things out they couldn't finalize anything until they knew how much outreach was done, and then they could go about creating packages and other things.
- Warwani asked why the advertising and printing budgets were over. Persaud responded that it was outreach, and they had to keep printing off a lot of packages in colour.
- Warwani asked, in terms of outreach being printed in colour, was this done in the past. Persaud responded that there were a lot more businesses to organizations this year, and since they didn't have crown ward students they needed to do more. She explained that it was their priority to get package information out there.

4. Horizons Report – report attached

- Epifano went over the report.

Questions

- Warwani stated that the sponsorship timelines don't align with the conference, and the PTM noted the difficulty. She asked if there was anything they could do from last year. MacLean responded that they have to rebuild connections every year. He pointed out that it was outlined in the report that the PTM would like an overarching MSU sponsorship practise instead of everyone competing.
- Warwani stated that she had a concern with that as she doesn't know if the same companies would do four different conferences because of cost. Epifano responded that that was a conversation to have.
- Farah asked if there was an opportunity to benefit Spark to continue the transition.
- Hackett stated that the report mentioned that the position was hired in December and was asking to be hired earlier so that they had more time to report. He asked wouldn't it be up to the past PTM to help prepare for the next year.

5. MACycle Report – report attached

Questions

- Shingleton-Smith asked if they could have more detail in their report.
- Roshan stated that the PTM mentioned that Facebook and online advertising are struggling. He asked what does 'actively aware of' entail. Roshan added that he wasn't sure that getting friends of friends was the best way to promo.
- Warwani asked about full capacity in the workshop so far, and when that was. Epifano responded that this was from March to May.
- Robinson asked for a more detailed budget as it was valuable to see where they were spending their money.

- McGowan announced that Ath and Rec have come to talk about MACycle re-locating, so that may be a challenge or success.
- Bertolo asked about the gender breakdown. She asked if this was typical over time and how were they planning on being engaging for women cycling. Epifano responded that this was the first time it was done. She stated that there was a community bike shop they are partnering up with to have women focused cycle.

6. Open EB/MSU Seats on Committee

Moved by Farah, **seconded** by Robinson that the Executive Board pass motions 6.a to 6.f omnibus.

Passes Unanimously

Moved by Farah, **seconded** by Warwani that the Executive Board open nominations for two (2) Executive Board members on the Space Audit Committee.

Moved by Farah, **seconded** by Warwani that the Executive Board open nominations for one (1) Executive Board member on the Sponsorship and Donations Committee.

Moved by Farah, **seconded** by Warwani that the Executive Board open nominations for one (1) MSU member on the Sponsorship and Donations Committee.

Moved by Farah, **seconded** by Warwani that the Executive Board open nominations for one (1) Executive Board member on the Silhouette Board of Publications.

Moved by Farah, **seconded** by Warwani that the Executive Board Open Nominations for one (1) Executive Board member on the EFRT Advisory Committee.

Moved by Farah, **seconded** by Warwani that the Executive Board open nominations for one (1) Executive Board member on the Wage Review Committee.

Passes Unanimously

7. Close EB Seats on Committees

a) Space Audit Committee

Moved by Farah, **seconded** by Bertolo that the Executive Board close nominations for two (2) seats on the Space Audit Committee.

Nominations

- MacLean
- Farah

Passes Unanimously

b) Sponsorship & Donations Committee

Moved by Farah, **seconded** by Epifano that the Executive Board close nominations for one (1) Executive Board member on the Sponsorship and Donations Committee.

Nominations

- Hackett
- Shingleton-Smith

Passes Unanimously

- The candidates spoke within the allotted time.
- The Board voted by secret ballot.

Candidate	Vote
Hackett	4
Shingleton-Smith	5
Spoiled	0
Abstained	0

- Shingleton-Smith won the seat on the Sponsorship & Donations Committee.

c) Silhouette Board of Publications

Moved by Farah, **seconded** by Shingleton-Smith that the Executive Board close nominations for one (1) Executive Board member on the Silhouette Board of Publications.

Nominations

- Roshan

Passes Unanimously

d) EFRT Advisory Committee

Moved by Farah, **seconded** by MacLean that the Executive Board close Nominations for one (1) Executive Board member on the EFRT Advisory Committee.

Nominations

- Hackett

Passes Unanimously

e) Wage Review Committee

Moved by Farah, **seconded** by Robinson that the Executive Board close nominations for one (1) Executive Board member on the Wage Review Committee.

Nominations

- Warwani

Passes Unanimously

8. Open Nominations for MSU Students of Distinction Award

Moved by MacLean, **seconded** by Robinson that the Executive Board open nominations for the MSU Students of Distinction Award.

- Scott went over the award with the Board.

Vote on Motion

Passes Unanimously

9. Transition Reports

a) Vice-President (Finance)

Moved by Robinson, **seconded** by Roshan that the Executive Board approve the transition report for the Vice-President (Finance) '18, as circulated.

- Robinson found the report to be great, and that he learned a lot.
- Warwani felt that it covered all the points in the bylaw.

Vote on Motion

Passes Unanimously

b) Vice-President (Administration)

Moved by Epifano, **seconded** by Roshan that the Executive Board approve the transition report for the Vice-President (Administration) '18, as circulated.

- Epifano stated that the report was concise and tailored to her needs.
- Warwani asked was it tailored based on past experiences as AVP (Services).
- Epifano responded that it was.

Vote on Motion

Passes Unanimously

c) Vice-President (Education)

Moved by Bertolo, **seconded** by Warwani that the Executive Board approve the transition report for the Vice-President (Education) '18, as circulated.

- Bertolo stated that the report was very detailed and tailored to her, and that it was very good report.

Vote on Motion

Passes Unanimously

10. Horizons Yearplan

Moved by Epifano, **seconded** by Hackett that the Executive Board approve the Horizons Coordinator's Yearplan, as circulated.

- Epifano stated that this was circulated online, and if there are any questions she can relay them to the PTM.

- Roshan stated that he liked the staff and delegate stories.
- Shingleton-Smith stated that the yearplan had good point on goals, but would like to know more about reaching out to students for delegates.
- MacLean stated that the student office will be sending out emails to every first year letting them know about Horizons.
- Shingleton-Smith stated that the PTM didn't get into detail about how they would be going around getting diverse groups.

Vote on Motion

Passes Unanimously

11. Wage Review Committee Recommendations

Moved by Robinson, **seconded** by Roshan that the Executive Board approve the Wage Review Committee's recommendation for the EFRT Assistant Director, as circulated and attached.

- Robinson went over the recommendation with the Board. He stated that there was good consensus from the Committee members.

Vote on Motion

Passes Unanimously

12. Capital Request – PCC Renovation**a) Allocation**

Moved by Epifano, **seconded** by Bertolo that the Executive Board allocate \$4,450.00 from the Capital Growth Fund for the Pride Community Centre renovations, as per the quote circulated and attached.

- Epifano went over the memo with the Board.
- Roshan asked why the partial wall removal was as much as it was.
- Scott responded that the temporary wall was attached to the fixed one, and once they take it off there will probably some damage that would need to be repaired.
- MacLean asked about the contingency money.
- Robinson responded that it's there just in case it goes over the amount.

Vote on Motion

Passes Unanimously

b) Expenditure

Moved by Epifano, **seconded** by Bertolo that the Executive Board expend \$4,450.00 from the Capital Growth Fund for the Pride Community Centre renovations, as per the quote circulated and attached.

Passes Unanimously

13. Closed Session

Moved by Epifano, **seconded** by Warwani that the Executive Board move into Closed Session.

Passes Unanimously

14. Return to Open Session

Adjournment and Time of Next Meeting

Time of Next Meeting:

**Tuesday, June 5, 2018
11:00am
MSU Boardroom, MUSC 201**

Moved by Farah, **seconded** by Robinson that the Executive Board meeting be adjourned.

Passes by General Consent

Adjourned at 4:11pm

/vs



REPORT

From the office of the...

CLAY Coordinator

TO: Members of the Executive Board
FROM: Rachel Persaud
SUBJECT: Creating Leadership Amongst Youth (CLAY)
DATE: Friday, May 18th, 2018

YEARPLAN UPDATE

Conference is next weekend. My team has been working hard on their respective portfolios and it's all coming together.

Since my last EB report, we have:

- Hired a staff team of 45 people (39 LDs/LDLs; 5 LDEs/1 Media SET)
- Held two staff socials - the first one took place at the Fitzhenry Studio in DBAC, the second was held in IAHS and Serve Ping Pong in Hamilton
- Staff team has been trained in Anti-Oppressive Practices, facilitated by Alexii Hernandez (outgoing Assistant Director of MSU Diversity Services)
- Held three succulent fundraisers to raise money to sponsor delegates for conference
- Completed a number of Outreach meetings, visits & correspondence across a number of high schools in Peel, Hamilton & Toronto and organizations located in Hamilton (Empowerment Squared, Boys and Girls Club, Pathways to Education, NGen)
- Events team has held their training and bonding social for their Leadership Developer-Events (LDEs), and fleshed out new programming for Theme Night, Bonfire, Coffeehouse, and Camp Hour for conference weekend
- Sessions Coordinators have created 8 sessions for delegates to engage in during conference weekend, have done consultations with various equity based services - have completed their LD manual and are in the midst of finalizing their delegate manual and shopping for sessions materials
- Media & Design Coordinator is in the midst of working on completing all manuals, nametags, and other materials for conference weekend
- We have ordered staff & delegate shirts, as well as lanyards
- Promoted CLAY during May @ Mac to a number of interested high school students
- Have maintained a consistent social media presence (Instagram, Twitter & Facebook)
- Visited Camp Trillium twice; ensured camp is physically accessible

- Volunteer & Logistics Coordinator in midst of finalizing schedules and logistics of conference weekend – his LDL training is Friday, May 18th

SERVICE USAGE

- Have raised close to 7K in sponsorship money and fundraisers
- Have registered 130 delegates thus far (our goal is 150 delegates)
- Hired a staff team of 45 people (39 LDs/LDLs; 5 LDEs/1 Media SET) in March
- 380 + followers on Instagram
- Received a low number of staff applications this year in comparison to past years – engagement and outreach strategies need to be improved upon

PAST EVENTS, PROJECTS & ACTIVITIES

- Staff Hiring weekend – hired a team of 45 individuals
- Have held two successful staff socials (April 5th & May 5th)
- Completed Anti-Oppressive Practices (AOP) Training on April 7th and April 8th
- Held a successful succulent sale (April 4th) – had a second one on May 13th (not as successful, but are selling remaining ones this week and next week if need be)

UPCOMING EVENTS, PROJECTS & ACTIVITIES

- Staff Training weekend is this upcoming weekend (May 19th & May 20th)
 - Paddy Sreeram (outgoing WGEN Coordinator), Jocelyn Heaton (incoming WGEN Coordinator) & Sutina Chou (outgoing SHEC Coordinator) will be assisting me with Peer Support Training
- Conference weekend is the week after that (Friday, May 25th – Sunday, May 27th)
- Having a bonfire for my exec team next Wednesday (23rd) as a final hype before conference weekend
- I would like to have a Staff/Delegate reunion event in early July – I am planning on catering it through Paradise Catering or 1280 and having a picnic-esque event on BSB field. Planning for this will happen post-conference. I have vocalized I don't mind working past June 30th (when my contract ends) to ensure the success of this event (it is important this event happens to ensure the sustainability of delegate-staff relationships – important to the overall mandate of CLAY and ensuring support/communication goes beyond a 3 day period), but I would like to be reimbursed for this work

BUDGET

- This year is unique in that I require additional money for Devin Glim's transportation to and from Camp Trillium (wheelchair accessible cab)
- The lines within my account code were not reflective of certain costs/fees that I need to complete in order to run a successful conference. Have communicated with Scott Robinson (VP Finance) about additional money I need

- Sponsorship & Fundraiser Coordinators have raised close to 7K - most of this money is going towards providing partial/full subsidies to delegates, with a priority on students coming from local Hamilton organizations
- Here is my updated budget (last updated May 15th - the red is an overestimate of things I still need to pay for/do, some costs are not yet included i.e. specific #'s on food/drink for training weekend):

ACCOUNT CODE	ITEM	BUDGET / COST
6102-0121	CLAY - CAMP FEE	\$28,800.00
	Meal Costs	\$17,595.00
	Accommodations	\$10,350.00
	Room Rentals	\$800.00
	TOTAL SPENT IN LINE	\$28,745.00
	REMAINING IN LINE	\$55.00
6102-0121	CLAY - TRANSPORTATION	\$4,000.00
	Staff Bus One way	\$339.00
	Delegate Bus (2)	\$1,356.00
	Staff Bus One way	\$339.00
	Delegate Bus (2)	\$1,356.00
	Accessible Cab to Camp Trillium (May 9th)	\$220.00
	Morganna Trips Part 1	\$24.60
	Emergency Transport (\$26.30)* Getting reimbursement	\$26.30
	NGen/Empowerment Squared UBER Visits	\$53.46
	Boys and Girls Club UBER Visits	\$43.24
	Camp Trillium Visit (Giancarlo Gas)	\$75.30
	Camp Trillium Visit (Matthew Gas)	\$75.40
	Ezza trips estimated	\$50.00
	TOTAL SPENT IN LINE	\$3,958.30
	REMAINING IN LINE	\$41.70
6102-0121	CLAY - PRINTING/ADVERTISING	\$1,200.00
	Sponsorship Package Design + Print	\$194.00
	Staff Team Promo	\$75.00
	Planning Team promo (UG)	\$75.00
	Outreach Promo Contest (campus store)	\$75.00
	Facebook promo - delegate registration	\$40.00
	Succulent stickers	\$71.00
	Campus Store Hat (Giveaway)	\$30.00
	Staples Printing (waiting for reimbursement)	\$23.50
	Delegate Packages	\$506.52
	Outreach Packages	\$506.52
	Rave Cards	\$69.75
	Session Group Photos	\$80.00
	Staff Manuals (60)	\$200.00
	LDE Manuals (10)	\$60.00
	Nametags and plastic pouch	\$250.00
	Staff Team Schedule Booklet	\$100.00
	Photobooth Banner	\$300.00
	Delegate Welcome Package	\$200.00
	Lanyards	\$250.00
	Delegate Manuals (160)	\$300.00
	TOTAL SPENT IN LINE	\$3,406.29
	REMAINING IN LINE	-\$2,206.29
6102-0121	CLAY - EVENTS	\$2,000.00

6102-0121	CLAY - STAFF APPRECIATION	\$700.00
	Meal for Hiring Board	\$55.21
	Exec Retreat Snacks	\$110.00
	Staff Team Hiring Snacks + Meals	\$178.03
	Exec Meeting Meal (April 22nd)	\$53.90
	Starbucks	\$15.76
	Estimated Pizza (Sunday)	\$200.00
	TOTAL SPENT IN LINE	\$612.90
	REMAINING IN LINE	\$87.10
6102-0121	CLAY - LDL EXPENSES	\$800.00
	Radios	\$799.00
	TOTAL SPENT IN LINE	\$799.00
	REMAINING IN LINE	\$1.00
6102-0121	CLAY - YEAR-LONG EVENTS	\$1,000.00
	Staff team hiring materials (labels; admit tix; markers; baskets)	\$30.06
	AvTEK - Staff Social #1	\$112.61
	Staff Social #2: Curry's Art Materials	\$5.79
	Staff Social #2: Serve Ping Pong	\$439.20
	Staff Social #2: Shopper's Snacks	\$22.97
	LDE Bonding/Training Refreshments	\$57.81
	Staff Social #2: Dollarama Materials	\$42.43
	TOTAL SPENT IN LINE	\$710.87
	REMAINING IN LINE	\$289.13
6102-0121	CLAY - SESSIONS	\$500.00
	Sessions Materials	
	First Aid kits	
	estimated	\$500.00
	TOTAL SPENT IN LINE	\$500.00
	REMAINING IN LINE	\$0.00
6102-0121	CLAY - TRAINING	\$500.00
	AOP Training (Alexii)	
	Peer Support Training (Paddy)	
	Peer Support Training (Sutina)	
	AOP Coffee/Tea	\$64.00
	May 19th Staff Meal (Lunch)	\$200.00
	May 20th Staff Meal (Lunch)	\$200.00
	Snacks for 19th and 20th	\$80.00
	TOTAL SPENT IN LINE	\$544.00
	REMAINING IN LINE	-\$44.00
6102-0121	CLAY - T-SHIRTS	\$2,200.00
	Delegate Shirts	\$1,500.00
	Staff Shirts	
	Exec shirts	\$434.00
	TOTAL SPENT IN LINE	\$1,934.00
	REMAINING IN LINE	\$266.00

6102-0121	CLAY - PRINTING/ADVERTISING	\$1,200.00
	Sponsorship Package Design + Print	\$194.00
	Staff Team Promo	\$75.00
	Planning Team promo (UG)	\$75.00
	Outreach Promo Contest (campus store)	\$75.00
	Facebook promo - delegate registration	\$40.00
	Succulent stickers	\$71.00
	Campus Store Hat (Giveaway)	\$30.00
	Staples Printing (waiting for reimbursement)	\$23.50
	Delegate Packages	\$506.52
	Outreach Packages	\$506.52
	Rave Cards	\$69.75
	Session Group Photos	\$80.00
	Staff Manuals (60)	\$200.00
	LDE Manuals (10)	\$60.00
	Nametags and plastic pouch	\$250.00
	Staff Team Schedule Booklet	\$100.00
	Photobooth Banner	\$300.00
	Delegate Welcome Package	\$200.00
	Lanyards	\$250.00
	Delegate Manuals (160)	\$300.00
	TOTAL SPENT IN LINE	\$3,406.29
	REMAINING IN LINE	-\$2,206.29
6102-0121	CLAY - EVENTS	\$2,000.00
	Keynote Speaker	\$600.00
	Materials	\$1,000.00
	LDE Team Hats	\$35.00
	estimated	\$365.00
	TOTAL SPENT IN LINE	\$2,000.00

VOLUNTEERS

- The staff socials are equivalent to volunteer appreciation - they are also meant to foster a sense of cohesiveness and community amongst the staff team prior to conference weekend. The first staff social was led by Giancarlo and consisted of bonding activities and facilitated discussion questions. The second staff social was also led by Giancarlo, with the first part taking place in IAHS 143 and consisting of painting, snacks & music, The second half of the social took place at Serve Ping Pong, where we conducted a Trivia Night and played ping pong - dinner/drinks were provided to the entire staff team
- The staff team has been divided into respective committees (S&F Committee; Sessions Committee; Outreach Committee; LDE Team) - this was meant to provide them with insight into the background processes leading up to CLAY, allow them to get to know one another before conference weekend, and assist my exec in their roles

CURRENT CHALLENGES

- Next year's Coordinator needs to be hired **on time** and **trained properly** - having less time to coordinate the conference is overwhelming. Not only does it put an immense strain on the executive team, it allows less time to foster a sense of cohesiveness with them and the staff team alike. Additionally, I have had to essentially had to learn how to be a PTM through my own accord, and with help from Pauline and my friends who have been PTM's in past years - I did not receive network

- or promo training, and my PTM training was a little over an hour long with the last 15 minutes dedicated to budgeting
- There is no TRRA to assist me with training – Paddy and Sutina have agreed to help me because of our personal relationships. Needs to be fixed for whoever next year’s Coordinator is
 - Chukky’s platform point of making CLAY a year long event and collaborating with more organizations in Hamilton has merit to it – but the consultations with these organizations should have been completed before I stepped into the role. It is important that we are creating sustainable relationships with these organizations as the MSU is being represented through CLAY
 - Not being able to promote within Hamilton public schools has seriously hurt our delegate numbers and has made Outreach difficult – the MSU’s relationship with the Hamilton Wentworth District School Board (HWDSB) is not exactly in the best place (again, I stepped into this issue). I will need to spend some time in June meeting with Mike Desjardins to work to repair this relationship – the MSU president and VP Administration should be involved in this process
 - CLAY’s website and branding needs some work – banner; website; information poster board – not really a challenge, but for consistency purposes should happen
 - Received a low number of staff applications this year in comparison to past years – engagement and outreach strategies need to be improved upon

SUCSESSES

- AOP being restructured was effective – have heard raving reviews about Alexii’s presentation and her ability to create a safe space conducive to learning, asking questions, and unlearning
- My executive team is beautiful
- Staff Socials had good numbers, Facebook staff team group is bumping – everyone seems relatively happy

OTHER

- Will need board members present all of next week past 5 in case my exec needs to print things off for their session bags



REPORT

From the office of the...
Horizons Coordinator

TO: Members of the Executive Board
FROM: Joshua Yachouh
SUBJECT: Horizons Report 3
DATE: Friday May 18, 2018

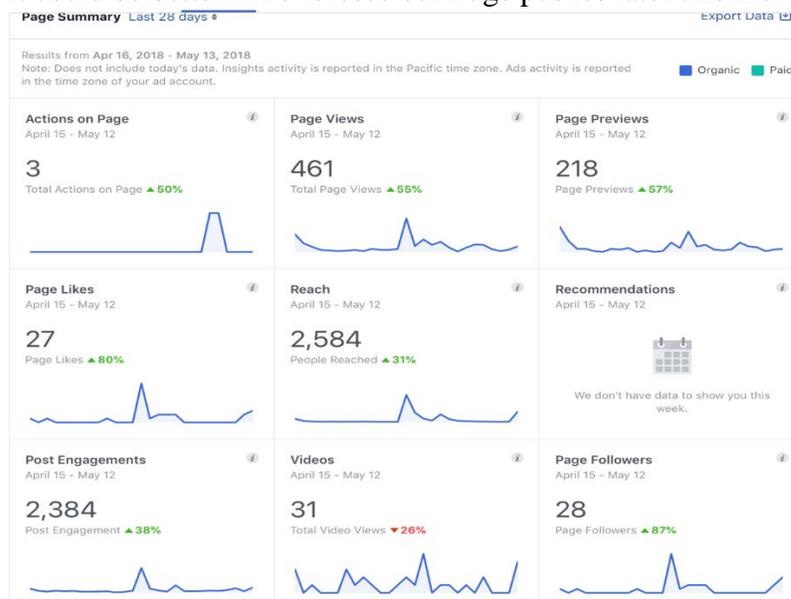
UPDATE

Since my last report my team has had a good few meetings and things have been groovy. We have begun to finally have significant interactions with the public so there's quite a few things to go through today – without further ado...

SERVICE USAGE

Our service usage has consisted of engaging with individuals during May@Mac, online for staff applications, and for our textbook fundraising efforts, and another stand-alone contest we had run in mid-April. Towards the end of the month we will be running a week-long contest series as had been done last year to have students engage with our staff application and page once again. Additionally, early-bird registration opens on May 22nd so we will be promoting this starting next week.

Our Facebook engagement has been up of course since the hiatus the page takes. Though it could be better – we foresee our huge pushes later this month boosting our activity.



Insights as of the last 28 days. This does not include our Textbook drive fundraiser which was a good spike for our page's activity.

PAST EVENTS, PROJECTS & ACTIVITIES

May@Mac had 7600 people RSVP'd to the event, and we were set up in the Atrium for the day. We had printed ~500 rave cards and handed out approximately half, while collecting roughly 100 first years to get onto our email list. Additionally, I attended 3 sessions which summed to a total of approximately 800-1000 attendees, which ideally will support our delegate outreach efforts. Moving forward, we see student recruitment's email blasts as a planned opportunity to once again reach students who aren't already in contact with us. Feedback was positive overall and my team did really well that day fielding questions and engaging with families. Additionally, we ran a fundraiser at Boston pizza and Pinks which we have yet to follow up on the proceeds for.

Staff application launch has gone super well and surprisingly I have 20 applicants so far woo! Our big pushes come late this month and early June as there are still a few weeks to go to closing date. We've prepared a "staff stories" series similar to previous year and look forward to hopefully using that to help disengaged individuals see value in the opportunity.

Shoutout time: Connor and Luiza are awesome. They put a ton of hard work this year and part of it is showing is our glow-up on the website. We've got brand new testimonials (they were approx. 10 years old...) and a photo-op on our "meet the planning team" page which have helped to make things look super clean.

Internally we've been doing well to get way ahead of the game planning our programming and are to focus on our outreach to partners to finalize plans for any programming that involves external groups (i.e. Sobi, Citylab, etc).

UPCOMING EVENTS, PROJECTS & ACTIVITIES

As discussed above, towards the end of the month we will be running a week-long contest series as had been done last year to have students engage with our staff application and page once again. This will be using some of the in-kinds donations we receive from local businesses and MSU business units. Along with this contest we'll be releasing staff stories to have students engaging with the stories while they part-take in contests.

For delegates, our early-bird registration opens on May 22nd so we will be promoting this starting next week. Our staff stories series will be accompanied by "delegate stories" in order to support the dual promo going on this month. We've tried to feature delegates from a range of faculties to take advantage as much as we can of our potential reach.

Additionally, we're finalizing our interview stations for staff applications, which will take place June 22nd-24th – yes, the same weekend as the Arkell's concert. We're restructuring interviews to account for the unique competencies in the Special Events Team roles by having interviewees participate in 2 one-on-one sections within the same

rotation that they also interview for LDL competencies, which should have no significant effect on the length of the interview in total.

BUDGET

In order to have my conference meet the approved MSU budget I had a meeting with the lovely Scott to solidify some changes in budgeting. Delegate prices are confirmed to change this year. If you're curious, delegate prices were \$180 early-bird and \$220 for regular registration. My numbers are \$190 and \$230 respectively. I also decreased the number of early-bird spots, if they sell incredibly fast, I may consider opening up a few more spots but the goal is that if conference sells out quick then we want to earn that revenue as regular pricing rather than to essentially sell the conference out with early bird prices only. My spending thus far has only amassed to rave cards and posters, albeit we have been receiving quotes for several pieces of programming, and our budget will be doing healthy based on our quotes.

Here's a screencap of my budget broken down. Other than my training and media budget, the costs count towards "annual campaign."

Expenditure	Quantity	Total Budgeted Cost
Housing: Single Rooms		
Housing: Double Rooms		\$29,470.00
Other Housing Costs	1	\$175.00
Morning Breakfast: Centro Costs	2	\$5,500.00
MUSC Rooms		\$2,000.00
Delegate Sponsorship		\$900.00
Friday Lunch: Sandwiches	280	\$1,200.00
Friday Dinner: 1280 Fajitas	1	\$3,412.40
Saturday Lunch: PITAS	1	\$2,000.00
Sunday lunch: Pizza	1	\$1,000.00
Saturday Pizza and Pasta Salad Dinner	270	\$2,791.40
Conference Snacks	1	\$300.00
PJ Party!	1	\$1,400.00
Successfest and Hamilton Programming		\$800.00
Events	1	\$75.00
Events		\$400.00
Events		\$100.00
Conference Gift	1	\$450.00
Leadership Training	1	\$300.00
Conference Printing	1	\$750.00
Conference Shirts	1	\$3,000.00
Lanyards	1	\$800.00
Promotions	1	\$550.00
Horizons Stickers		\$80.00
Sessions Materials	1	\$200.00
Sessions Props		\$200.00
LDL Expenses	36	\$1,260.00
Misc. Emergency Monies		\$200.00
Volunteer Appreciation/Social		\$510.00
		\$59,823.80

Additionally, here is the approved MSU budget for conference.

		APPROVED 2018-19 BUDGET
All:		
3303-0124	HORIZONS - FEE REVENUE	(40,000.00)
3802-0124	HORIZONS - OTHER REVENUE	(7,000.00)
5101-0124	HORIZONS - TELEPHONE	130.00
6103-0124	HORIZONS - ANNUAL CAMPAIGN	51,000.00
6501-0124	HORIZONS - ADV. & PROMO.	1,650.00
6802-0124	HORIZONS - LEADER TRAINING	300.00
7001-0124	HORIZONS - WAGES	7,450.00
7101-0124	HORIZONS - BENEFITS	590.00
7401-0124	HORIZONS - BANK FEES	1,100.00
8501-0124	HORIZONS - HST/GST EXPENSE	
Total All		15,220.00

VOLUNTEERS

As stated above, we are in the process of preparing our interview stations to carry on with the hiring process. Otherwise our volunteer base is smooth sailing and my planning team is phenomenal.

CURRENT CHALLENGES

Being the summer, many team members have multiple preoccupations so working around that has been a challenge but we've worked out scheduling and communication well enough to adhere to what is needed for the next few weeks. Additionally, we'd planned to do some larger-scale sponsorship this year but have had no luck with the people and companies we've been connected to – there needs to be an overall revelation in the realm of sponsorship in order to produce more sustainable fundraising for conference-based services – whether this revelation comes from within or from admin, a solution to take pressure off of the service managers and execs a little would be much easier. I partly attribute it to the timeframe with which our services are given to fundraise, from Late February to June it essentially is all meant to wrap up, many successful fundraising efforts on campus last at least around 6 months, (i.e. relay for life) As was recommended by Christine last year I think the PTM needs to be hired earlier in order to prepare the sponsorship efforts better. While this will cost wages for the MSU, it also can help with sponsorship, helping the MSU lose less money on their investments in conferences if all goes well.

SUCSESSES

May@Mac was great and my has been meshing super well. Half the work is the dynamics of the team and we've been off to a great start with each other.



REPORT

From the office of the...
MACycle Coordinator

TO: Members of the Executive Board
 FROM: David Zaslavsky
 SUBJECT: MACycle Report 2
 DATE: May 15, 2018

UPDATE

- The service is in full summer swing, reaching full capacity almost every day we're open.
- Service now has a system for recording purchases.
- A system is now in place for assessing service usage, recording statistics on customers.
- The service is in the early stages of increasing security.
- A full, properly documented inventory and price system is almost in place, going hand in hand with new organization.
- A promo plan is being finalized, including a rebranding for the service. Await it at EB soon.
- Found executives.

SERVICE USAGE

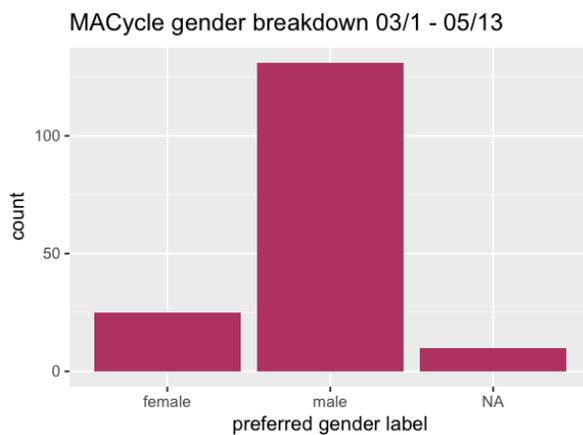


Figure 1 Results of asking what gender each customer identifies themselves as. n = 166 of 166 obs., NAs the result of a customer leaving before being asked.

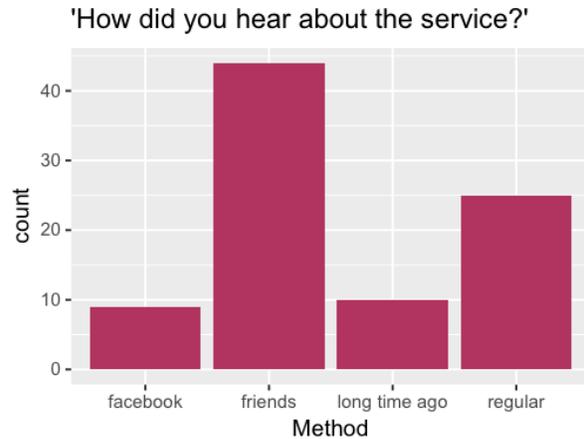
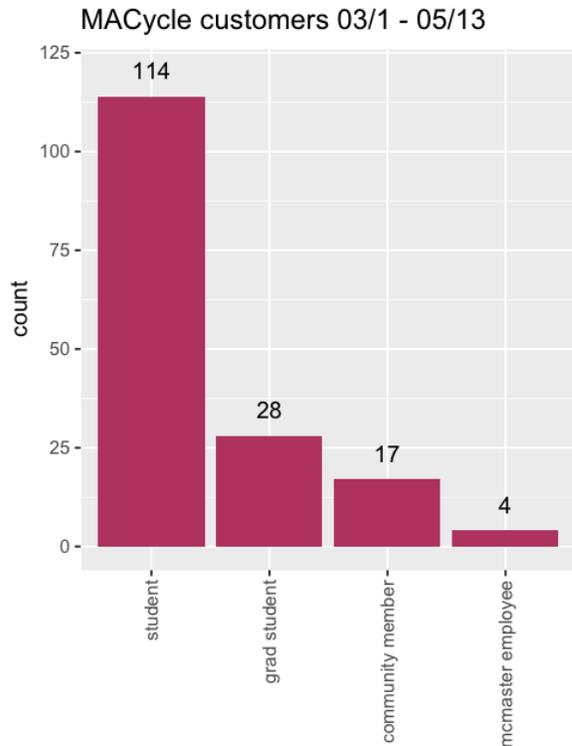


Figure 2 Results of customers being asked "how did you hear about this service?". Only answers >5 counts included, n = 88 of 166 total obs.

As a result of our new system on tallying our customers, we can now see the demographics of our users (Figures 1 to 3). Our users are disproportionately male (Fig. 1) and are probably either regulars (i.e., have been coming very often consistently) or heard

about it recently through friends (Fig. 2). What this tells us is that our online and advertising system is not really great/not working (something we are actively aware of). As previously mentioned, I applied the service for a grant that would allow us to improve our outreach to the McMaster and surrounding community and encourage underrepresented groups to come out (first time customers, people who aren't male). As well, I believe that this could affect how we sell memberships: if the majority of our customers are not regulars who use the service over and over, it would make sense to lower the cost of entry and sell a \$5-one time, \$10-membership immediately option, as I mentioned in my previous report.



Here is a breakdown of our customers by position within the McMaster community (Figure 3). As expected, the overwhelming majority of our customer base are undergraduate students. However, we do have a sizable amount (about 50 people) that are not; as the summer goes on, I expect that there will be more and more of those people. This data is important because it shows that only 2/3rds of our customer base are students, yet everyone pays the same membership fee, MSU member or not.

UPCOMING EVENTS, PROJECTS & ACTIVITIES

New signage is in place in the shop courtesy of the Underground. It looks really good and will go nicely with the bylaw campaign we'll run in the school year.

Figure 3 Results from customers asked what position they hold within McMaster. n = 163 of 166 obs., omitted are NAs (people who left without answering).

There was a lack of interest in group road rides during the summer – we would poll people who came by, and nobody really wants that to ride for fun (all of our customers juts get from point A to point B). Perhaps there will be more success during the year when more people are here?

BUDGET

TOTALS	
AMOUT BUDGETED	\$8,300.00
HOW MUCH YOU SPENT	\$1,240.95
WHAT YOU HAVE LEFT	\$7,059.05

Still waiting to re-purchase stolen goods. Holding off until I get a nice lockable safe for that. Probably won't need to restock again until the beginning of the school year.

CURRENT CHALLENGES

Honestly, right now we're just chilling. The shop is very manageable in the summer with two paid positions. Relatively hectic during our weeknight operations but a good hectic. Almost always at full capacity on those days.

SUCSESSES

Organizing the space and taking inventory took a while. The shop has never really been organized or cleaned or maintained, and redoing years of disorganization and mismanagement was arduous but now we're at a good place.

We now empty our registers and turn in our receipts. That's new but hopefully soon we can actually assess and look at our revenue.



Vice-President Finance & CFO
McMaster Students Union

Transition Report 2017-2018

Prepared by Daniel Tuba D'Souza

Prepared for Scott Robinson

This transition report is intended to be a comprehensive review of job requirements of the Vice-President Finance of the McMaster Students Union, drawn from bylaws and operating policies as well as past practices. While best efforts have been made to be thorough and comprehensive, this document will not encompass the entirety of the position within the 2017-2018 year. Topics covered include duties of the role, reporting, committee responsibilities, the SRA, human resources, and ongoing projects.

For this report I'm going to cover the following:

- Overview of the Role
- Stakeholders
- External Committees & Projects
- Year Plan + Comments
- Overview of all departments
- Corporate Concerns
- HR Incidents

Ryan did a great job covering the majority of these areas in his transition report so I'll be taking its & pieces and adding on to it as needed. I apologize in advance for spelling/grammar errors. There are way too many words in this document to proof read & its also 1:34am on May 15th.

Overview

As the VP (Finance) & CFO for McMaster Students Union.inc you are responsible for the financial viability of the organization. This ranges from multi-million dollar projects to PTM's spending money on bubble wrap for an event. It's a strange mix of responsibilities but at the end of the day, your job is to ensure student money is being spent responsibly. This goes for services and investments (including the business units). Additionally, the VP Finance traditionally is the lead on large capital projects given their intensive budgetary nature. Examples of this in the past have been the creation of the Peter George Center of which Dan D'Angela was the MSU lead on, the HSR bus pass integration, and now the SAB.

The VP Finance has the most technical role on the Board of Directors. You need to know everything about the organizations finances, where and how student fees are used (tuition and ancillary), and past contracts that we have with the university in regards to business units that sell goods. Don't be afraid to say that you don't know something, but also don't be afraid to pretend that you do.

In addition to all of the above, you are (very importantly) **a board member**. There are four other people that are tasked with looking over the organization as a whole and making decisions that ensure its long-term viability and stability, those people are the President, VP Admin, VP Education, and General Manager. This includes things such as the full-time staff policy, IT investments, succession planning, department restructuring, the hiring/firing of staff, and structure of administration. Although your day to day may seem busy with platforms and daily task – the aforementioned responsibilities are critical to the organization and put the organization at risk if not given priority.

What is a Board of Director

1.4 The President, Vice-President (Administration), Vice-President (Education), and Vice President (Finance), as the Board of Directors of the Corporation, shall:

1.4.1 Hold or delegate signing authority for the Corporation; *Be careful signing things – you have the power to bind the MSU to a legal agreement.*

1.4.2 Negotiate and renew contracts of the Corporation; *We had a virus decimate our servers a number of years ago and many contracts were lost – I've found random ones here and there or in physical copies. The central storage on the P drive wasn't utilized much*

1.4.3 Re-evaluate the auditing firm every three (3) years; *This is coming up – check with Maggie & John*

1.4.4 Share the responsibilities for all matters relating to Full-Time Personnel in accordance with the MSU's Regular Staff Member's Employment Policy and job descriptions; *This also applies to you as FT staff, John updated it last year. Give it a read.*

1.4.5 Report at least twice annually to the full members of the Corporation with respect to business according to the following parameters:

1.4.5.1 The Chief Executive Officer shall deliver a written report outlining Executive and Board decisions and activities including, but not limited to, signed contracts, new employees hired, and negotiations concluded and in progress;

1.4.5.2 The Chief Financial Officer shall deliver a written report outlining the financial position of the Corporation including, but not limited to, the Operating Fund, the Capital Growth Fund, and the Health Plan Fund. Bylaw 4 – Officers – Page 2

1.4.6 Not enter into exclusivity contracts of a value greater than \$25,000.00, or a duration exceeding two (2) years without the approval of the full members of the Corporation; *This should be evaluated because 25k over 2 years is not a lot – specifically in relation to our business units that have large technical contracts with xerox etc. where it doesn't necessarily make sense to bring it to the SRA.*

1.4.7 Consult the Corporate lawyers and authorize them to be consulted; *Derrick is great – you'll meet hi at the golf tournament*

1.4.8 Hold office from May 1 to April 30;

What is the VP (Finance)?

5.1 The Vice-President (Finance) shall:

5.1.1 Be elected by the SRA from the membership of the MSU;

5.1.1.1 Individuals who are not MSU members at the time of election will be eligible to run for this position in accordance with Bylaw 10 – Elections, section 4.1.2.

5.1.2 Sign an employment agreement, deemed official when signed by the Speaker;

5.1.3 Hold office from May 1 to April 30;

5.1.4 Receive remuneration according to OPERATING POLICY 2.6 – EXECUTIVE REMUNERATION;

5.1.5 Carry a course load of not more than three (3) units per academic term, course load restrictions may be waived by a two-thirds majority vote of the SRA; *All FT staff get 400\$ to use towards a course!*

5.1.6 Serve as the Chief Financial Officer of the MSU and hold the office of the Corporate Treasurer; Bylaw 4 – Officers – Page 5

5.1.7 Be a voting member of the SRA and the Executive Board, and an official observer of all other MSU committees;

5.1.8 Chair the Silhouette Board of Publication; *We've discussed this one in detail. But the BoP is essentially the publisher for the silhouette. Its there to ensure editorial autonomy is respected. Any large decisions about the Sil are made through this committee.*

5.1.9 Under the direction of the SRA, maintain the books of account of the MSU;

5.1.10 Present financial statements for all MSU organizations as requested by the Executive Board and supply actual account balances or budget balances to the SRA, given five (5) business days notice and the availability of the information; *Maggie will send you monthly statements midway through the following month after all accounts have been reconciled. Find a way to make these accessible to the SRA*

5.1.11 Prepare for approval and administer the preliminary and annual budgets and the budget review of the MSU; *Mentioned in the month by month, this will sneak up on you very quickly. Refer to Jan & Feb to find a more detailed guide. Maggie will create a template and send to all dept. managers but its up to you to follow up with them if you wanted to make any large changes for the following year.*

5.1.12 Have the financial records of the clubs audited; *I believe its in the clubs policy that they will be randomly audited, but I don't think this has happened for a while. Good for the finance committee to take on.*

5.1.13 Be responsible for reviewing the work of the Accounting Department; *Our accounting department needs to be looked at for efficiencies. The introduction of Great Plains was new but there is so much more we can do in terms of implementing technology & many issues around students being notified if a cheque is ready etc. I would look into some of the new trends in the accounting industry and see how we can apply them. The team is pretty old school but we should be adapting to student needs and staying current as an organization.*

5.1.14 Update the Accounting Procedures Manual and ensure that it is being followed; *Hasn't been looked at in a while. Should be looked at.*

5.1.15 Act as the custodian of MSU funds, have the right to suspend budgets (except those of the President and Vice-Presidents) until the next SRA meeting, have the right to suspend signing authority (except those of the President and Vice Presidents) until the next Executive Board meeting for Part-Time Staff or the next Board of Directors meeting for Full-Time staff; such meetings are to be held within three (3) business days of suspension; *Almost did this for MacCycle.*

5.1.16 Establish, with the aid of the Clubs Administrator, criteria for clubs grants based on the constitutional goals of the clubs and the MSU;

5.1.17 Participate in their initial transition and prepare an adequate transition for their successor as per section 1.4.9 of this bylaw.

RyMac said it best in his report last year “A lot of the tasks outlined in bylaw 5 are done for you through the accounting office. If you want, you could cruise, and let the accounting department look after anything, but ultimately, it is you that is responsible for their work. Any spending that is made by any part of this organization will be reflective of you in your role, not matter how involved you were in the process. My advice to you is to be as diligent as possible and try to thoroughly look over all documents that are going across your desk”. If something doesn’t make sense, put it aside and look into it. Accounting does make mistakes and at the end of the day, those mistakes reflect on you and you are the one who will be held accountable for it.

BoD Dynamic *important*

Its important to be on the same page but don’t be afraid to disagree with eachother if you think something isn’t right. However, Scott you specifically should tread lightly when disagreeing with another BoD member publicly in a stakeholder meeting. As the only male on your board you *will* have an inherent advantage in meetings. Its crucial that you learn and understand what it means to be a male ally. We didn’t realize the impact our unintentional actions in meetings (ie. introducing ourselves first, speaking at length about our accomplishments, they way our body language was positioned etc.) were having on out VP Admin until she couldn’t deal with it anymore and made it clear to us after months of frustration. In a meeting you will find that university administrators or even full-time staff will pay more attention to you, or shake your hand first, or ask you a question that pertains to someone else’s role. In these situations, it important to ensure that you reinforce the notion that these questions should be directed to the correct member who knows most about them. Being a strong male ally is and will be an important aspect of your role this year that you will have to learn about and take on.

In terms of making decisions, its important that you sort out your differences behind closed doors. When contentious topics arise ensure that you speak at length about each of your perspectives, be open to reason, and understand how you will approach the issue. In a stakeholder meeting, a united front looks like a strong clear direction from students. In the SRA, a united board will have a strong sway over the assembly. Ensure that you know who is knowledgeable on which subjects and who is answer what questions. This year when the SRA was questioning us on student safety concerns with the WW concert, I handled all questions about security and campus events, Preethi handled all questions on service support integration, Ryan answered all question about sexual violence, and Chukky handled overarching questions about direction and purpose. Find how your BoD fits together and the synergies between all of you.

Expectations

For the first time (most likely) in your life, you are your own boss. You can come in when you want, leave when you want, and take off time when you want. Ensure that you speak early with your board on expectations around

- Time in/time out
- Vacation days/Lieu hours
- Office Procedures
- Professionalism

Its important to have open communication with staff. Myself and the VP Admin have known eachother for a long time and would sometimes slip into a realm of unprofessionalism because of how comfortable we were with eachother. This included how we aired our frustration, response times, etc. In the workplace how you act with eachother influences the staff that interact with both of you and how comfortable they or student feel approaching you for things – so just be mindful of that.

Board Meetings

These are 1.5-2 hour meetings each week followed up by a communications meeting to discuss any pertinent issues or the presidents page. These meetings are typically used for updates & keeping eachother in the loop. Discussing HR issues, or other issues that have come up. And for discussing organizational wide issues (ie. succession planning). Some of the procedural things will be

- Approving board minutes (ensure you read these over when important discussions are had as auditors will look at these if needed)
- Approving course reimbursements or other things related to the FT staff policy
- FT/PT fee transfers: if a student is going from part-time to full time or vice versa they may request money back (many part time will want to pay the MSU fee for health and dental plans or the bus pass). The GM will usually take the lead on this.

Executive Board

Any contentious issues or changes coming up, make sure you discuss with the board at the board meeting or prior to EB what the change was and why. We didn't do this at the beginning of the year and it caused a lot of tension when other BoD members would ask questions or make suggestions in EB especially if something was time sensitive because it usually wouldn't pass. To pass something at EB you need 5 votes, so the BoD and one SRA member.

EB typically focuses on services and issues that they may have. I think there is more of a role for them to play in also looking and understanding the business units as EB has to approve any capital purchases over 5k.

Human Resources:

Anything relating to full-time staff employment, or significant part-time staff issues. As well any significant complaints from students will end up being discussed. For significant full-time employment issues that are resulting in discipline or termination, the Board will generally meet privately with the General Manager first, but approve it at the BoD meeting once a direction is set with an explanation – we did this a few times this year. The details of which Kirstina should have in her files. The Corporate Secretary should not be present in any discussions involving discipline or termination of full-time staff but can be there if you wish. This year when we had private discussions, one of us would take minutes and store them (VP Admin this year) for future use.

Interacting with students

This is an important one. You are inherently in a position of power and are representing the MSU in a high profile public position (even though it often wont feel like this as most people don't know who the VPs are – but there are many that do). Ensure that you act respectfully and don't put yourself in a situation that could turn sour. Try to be on the ground when you can as it makes a huge difference when you work on projects that impact students. It also allows students to reach out to you when they have questions or concerns.

Twice in the role I had student staff reach out to me personally via facebook to bring to light issues that they and other employees were having with certain FT staff members. As we don't have a proper HR system in place (which we need to develop), this were critical moments in the year and were a direct result of me making myself available to students and being on the ground.

Stakeholders & Relationships

I've followed Ryan MacDonalds format but changed the body text (if needed) to reflect my own experiences this year. Your experience will be different from mine so its important to take these with a grain of salt and try to find the best in people that you work with.

President & CEO

This person is head of the organization. The MSU structure is a bit strange in that the President is not "higher" than the VPs, but they are the elected official with the mandate given to them by the student body. Something that should be held in higher regard than the SRA. That said, you are the subject matter expert on many issues relating to finances and corporate governance. You should always hash out your differences behind closed doors, and then trust the President to present the official opinion of the MSU should it be needed.

This year, Chukky and I found a niche with supporting faculty societies and taking a deep look into how we can better support our clubs. This was through a mutual interest that we had in expanding the typical outreach of the MSU. We both came from very different backgrounds than Ryan & Preethi and valued clubs over services from the sheer number of students they impact. Chukky and I often disagreed on subject but learned to trust eachothers judgement throughout the year. I sometimes felt as though I played the moderator between Chukky and Preethi, especially at the beginning of the year as they were two very different people and there may have been some residual tension from the presidential election. Do your best to find any tension or mistrust with Stephanie and Ikram and try to mitigate it when you can.

I don't know what your working relationship is like with Ikram but at the end of the day the president is a vocal ally for the MSU & students in meetings. Often in university administration meetings and/or events primary attention will be given to the president. In these meetings the presidents role is typically to voice the concerns of students and your role is to back that up with hard information

and/or solutions. In terms of project based things, find something you're both passionate about changing and work towards it. Your offices are now beside each other (the past VP Finances are not happy about it, but you have a couch now so I don't see what they're complaining about) so you'll have a ton of time to chat. Also help Ikram with her budget & managing her expenses for events that she wants to plan (if she does) – Chukky was terrible with his and I often had to go in and clean up the accounting mess. (It probably shows that he went 200% over his PE line because he just stuck everything in there and I didn't have time to move it to the other lines where they should have gone).

Vice President (Administration) & CAO

You and the VP-Admin will work together, and spend a lot of time together in the office...and I mean a lot. In addition to both being in the office the most, you also have the most overlapping responsibilities, as you are responsible for the spending of the staff that the VP-Admin oversees. Having a strong working relationship with the VP-Admin is important, and this will be done through constant communication. Specifically with PTMs sometimes, they will try to give you the run around if they don't like what one of you said, they will go to the other one. Define a relationship where you feel comfortable where you always defer to the other person on certain types of issues - this way there is only ever one person calling the shots. It worked out for me and Preethi for the most part and I would encourage you to do the same. This doesn't mean you can't give your opinion on certain issues but be very clear in saying that "I will defer to Preethi to make that call" or vice versa.

I can't describe how intrinsically flawed and burdensome the VP Admin role is. I saw Preethi go through hell with it this year. The best I could do, and the best RyMac could do before me, was be a source of support. Often times you'll find that Kristina will come to you not looking for advice, but just to vent. It's your role to sit there and listen. I know you both have a great relationship so I don't see that being an issue at all. You'll get stuck in the office a lot when the VP Ed and President are travelling so try and do fun things. Me and Preethi would often be stuck working very late and order food + watch a movie to lighten the mood. Find what works for you and Kristina and take any opportunities you both can to travel!

WWAC will be the biggest thing you both do together, but don't let that stop you from finding other projects that you want to collaboratively work on. Kristina will get overwhelmed with management throughout the year so do what you can to help her achieve her platform for that end of year sil-report (again, the VP Admin perpetually gets shit on in this because the job is 99% management which can't really be measured).

Vice President (Education) & CO

Past VP Finances have given almost the word for word identical response below:

Also known as VP Travel and Tourism, the VP Education spends a lot of time out of the office. With the amount of time that the VP Ed is gone, you do not develop the same professional relationship that you do with the VP-Admin or even the President. But you should make an effort to stay engaged with what they are up too, no matter how boring it may be. In addition, you should try to stay as engaged as possible on PSE issues. Having a board that is well versed in all issues across all portfolios will only make you appear stronger.

So I found that this was a big load of BS. Ryan was a fantastic board member this year and also supported Preethi a lot as a past PTM. It's really just about finding your strengths and taking their advocacy work seriously and as a priority (which it is). Ryan and I worked on the HireMcMaster campaign together this year as he was involved from a government point of working with SVK to get grant funding from the government and I was on the ground with the steering committee helping to plan it. Try to involve Steph as much as you can with this so any efforts can be amplified! It's also good to involve her in life after Mac week if you're doing any stuff with the City, as her relationships in that aspect will be relevant to anyone you talk too.

University Relationships

So this one is different every single year depending on what you want to accomplish. There were university admin that board adored that the next board didn't even talk too and vice versa. It really depends where you're priorities are. I had a great relationship with facility services this year because of the SAB and the Grind + A&R, Kevin Beatty because of the Residence Life Activity Fee Agreement (See my folder > Contracts), and Alumni.

I will highlight a few key relationships for you in the role of Vice-President (Finance) and their importance. I kept most of this the same from Ryans report and changes where needed.

Karen McQuigge, Director of Alumni Advancement - Probably the MSU's best partner at the University. Karen genuinely cares not only about students, but about the success of the MSU and it's student leadership. If you are in a difficult situation or have a big idea but don't know how to make it happen, Karen will likely not only help you to figure out how it can be done, she will also find ways to improve your idea, scold you when you go down the wrong path (in the best possible way) and challenge other administrators when they are in the wrong. I cannot speak highly enough about how incredibly Karen is for students at McMaster - they are truly look to have her. Karen will give it to you straight but also respects you as a representative of students. If you truly believe students want/don't want something – vocalize it and back it up. She will take you for your word and move mountains for you. Also don't be afraid to ask her for money, be upfront with how much things will cost and honest if you've made a mistake.

Sean Van Koughnett, AVP & Dean of Students - Another all-star at McMaster who we had a fantastic working relationship with. Sean works very hard and in almost all cases you will tend to agree with his evaluation. Ultimately he wants to put students first, but his job is to represent the institution and their priorities. Every once in a while you might butt heads on a few things, but as long as you are measured and reasonable, he will not only respect you but often will work hard to find common ground and opportunities to compromise, even if it isn't the direction he originally wanted. This quality, combined with his ambition to really make the McMaster student experience the best it can be is an asset to you and your team. He also plays in the 3x3 basketball tournament and was a huge proponent in Waterloo's startup culture + all the big changes on that aspect at McMaster with the Forge. Sean often gets frustrated that most of his time is tied up with certain cases and wants to do a lot of stuff that he just doesn't have the time for. But he is incredible with the amount of time he gives up to support students. You'll find him at events after work is over, at the sports games, and responding to emails at 11pm on a Saturday/Sunday. He embodies what it means to be the Dean of Students.

Glen Grunwald & Mark Alfano, Director & Associate Director of A+R – I came into the role bumping heads pretty aggressively with Glen as they were just about to Hire Sandro as their head of sales (who used to be out head of sales at underground). This was a big slap in the face considering Ryan + Justin literally worked an entire year to find a way to fix the A&R budget and expand the athletic facility. I am honestly perplexed by Glen. I can't tell if he's devious, or is truly oblivious to stakeholder relationships. You'll find that Karen does not like Glen because of the RBC stunt they pulled which ultimately screwed over Alumni's partnership with TD Bank and almost repainted DBAC in RBC blue (the DBAC that student paid and are still paying for with little to no student recognition in the building).

Kevin Beatty, Director of Housing & Conference Services - A great guy through and through that is not the best in the world at responding to emails. Kevin I think is an emerging star in terms of improvement for where the MSU can go next with respect to supporting students. His heart is in the right place, genuinely wanting to make the McMaster residence system the best in the country. He does a great job at engaging with the MSU on ideas and concepts, once stronger communications channels are established, he will be a key player in the next evolution of MSU advocacy and service provision. Really lock onto this with you + Kristina's experiences in Residence life and do what you can to have a better system for supporting CA's and students in residence. The Residence Life Activity Fee agreement is the channel we carved out to build a bridge with HC&S which has been in a bubble for a very long time. They are an influential partner that we need to continue building a strong and equal relationship with. They have a tendency to take over things that they can/steam roll other partners (you'll see this in WWAC) so be firm when you need to be otherwise things will not get done.

There is obviously, hundreds of other important players in terms of university admin that you will

interact with and it is not worth your time or my time to go into where we stand with all of these folks, make an effort in your first two months to try to create relationships and do what you can to make those positive. John is incredibly well respected across the University and if you need any assistance on this front, he is a great resource. Below is a list of people that I think are important for you to have a working relationship with at the least.

Patrick Deane	President & Vice Chancellor	Mohamed Atalla	AVP Facilities
Mary Williams	VP University Advancement	Dee Henne	AVP Admin & CFO
Roger Couldrey	VP Administration	Susan Giroux	AVP Faculty
David Farrar	VP Academic & Provost	Arshad Ahmad	AVP Teaching & Learning
Sean Van Kougnett	AVP & Dean of Students	Anrdijana Olezia	Manager of Finances, Student Affairs
Arig al Shaibah	AVP Equity and Inclusion		
Gina Robinson	Assistant Dean of Student Affairs & Director of SSC	Mellissa Pool	University Registrar
Eva Bodrozic	EA to Sean	Kevin Beatty	Director, Housing & Conference Services
Allison Drew Hassling	Director, Student Support & Case Management	Simon Wilmot	Coordinator, Residence Life
Rosanne Kent	Director, Student Wellness Centre	Laurie Ham	Manager, Conference & Event Services
Glen Grunwald	Director, Athletics & Recreation	Chris Roberts	Director, Hospitality Services
Mark Alfano	Associate Director, Ath & Rec	Vivian Lewis	University Librarian
Debbie Marinoff Schupe	Manager, Recreation - Ath & Rec	Anne Pottier	Associate Librarian
Jeremy Sandor	Manager, Student Development, SSC	Karen McQuigge	Director, Alumni Advancement
Rachel Nelson	Events Coordinator, SSC	Scott Mallon	Alumni Officer, Student Relations
Lori Diamond	MUSC Administrative Director	Gord Arbeau	Director, Communications

Andra Visan / Sonia Adams	Manager, Associations & Affiliates - University Financial Affairs	Nancy Gray	Director of Finance, McMaster University
Lisa Moraine	Associate Director, Health & Safety	Donna Shapiro	Director, Campus Store

Full-Time Staff

The full-time staff are the true backbone of the MSU. They are the ones that allow us to function in the way we do and be one of the best student unions in the world (Canada has the strongest student unions in the world + MSU is probably top 3 in my opinion). It's imperative to build a good corporate culture in the organization. Some of the challenges right now are as follows

1. No connection between SRA and FT staff, FT staff lead a bunch of committees that SRA members or on (ie. the IT systems committee) but they never receive a list of which SRA members are on committees and are not prompted to schedule these meetings regularly.
2. We literally have 0 proper onboarding for FT staff. May of the full-time staff we hired last year have no idea about the different aspects of the organization. Aaron (the digital media specialist) was hired a year ago and still had no idea who Maggie was or if he got seniority increases after working for a full year etc. I had to train AVTEK Tony on what a capital expense was and how to do proper finances – I don't think he understood because he still did almost everything via reimbursement. We need to have a proper and consistent onboarding system for new employees.
3. HR avenues. TL;DR our HR strategy as an organization sucks. Operations coordinator was originally meant to support the VP Admin but this year I involved Maddison in HR issues at 1280, and UM and she was a star. Before this those issues would go to John and would often get lost in the jumble of things to do. There needs to be a more consistent system and staff need to be aware of what the avenues are
4. Performance reviews are not done and should be done so we can see if employees are actually doing their jobs. Also helps when making HR decisions. This is a given that isn't done.

Part-Time Staff

This year I delegated PTM check-ins to the AVP Finance (you) and it freed up a good chunk of my time to focus on other projects. Most of the questions were procedural or non-issues. You'll often find a PTM bursting into your office panicking about something that is easily fixable or doing things super last minute. Its important to remember that they are students and often have 0 budgetary experience. Find a way to work with your AVP on this as many of the more financially complex ones do need a lot of help (ie. MacCycle)

BUSINESS UNIT PART-TIME STAFF: An urgent issue that needs to be addressed is the ability for PT

staff of business units to file complaints or bring up issues with their supervisors. These staff are our eyes and ears on the ground. These are students who work for their union. If something is happening in the workplace they should have a formal channel to raise it in that doesn't put them at risk. I had two incidences this year where student staff personally messaged me on facebook to raise concerns. A part-time issues committee may work but you will need to establish a good system.

Student Representative Assembly

I truly did not like this part of the job. Ryan loved it last year but I quickly realized I'm not one for politics. You have to remember to treat the SRA as if they are learning (which they are). Even if you do everything you can to make yourself available they probably still won't come to your stuff. Find ways to engage highly motivated SRA members early on to accomplish their platform points and appreciate them with UM gift cards or other tokens of appreciation.

The SRA is a thankless exhausting job that can often times feel like a total waste of time. It's tough to balance that with the times that you actually have to make hard decisions. I think more needs to be done to engage the SRA informally with large decisions that the board has to make or give them insight on what your everyday looks like.

WWAC

This is the second highest committee that Welcome Week reports to. It's also a giant waste of time. The problem with this committee is that no one ever does things in between meetings or has time to meet. Everyone on this committee is a delegator that has way too much on their plate. Everyone on this committee also gets too involved in the actual planning of Welcome Week during the meeting so little valuable discussion can happen. But if you can do it right, this committee is a great way to make needed changes to welcome week.

Partners involved: SSC (Gina & Michele), Residence Life (Simon), OCRC (Jenn), MSU (VP Finance, Admin, Campus Events Director).

People who hinder any sort of progress: Michele, Simon.

- Michele has good intentions but is all over the place. She speaks for far too long on subjects that aren't relevant to the discussion. There is a visible tension between her and Gina. She also speaks out against almost any idea she wasn't consulted on but will be a strong ally if you do. She is also impossible to book a meeting with and I have no idea why.
- Simon doesn't read any of the documentation before hand and also speaks against pretty much any idea. He believes SSC and Residence Life are the main partners of Welcome Week and doesn't see the point of student involvement or perspective in the planning of WW. He also basically removed SOCS from welcome week by putting their reps under residence life management without telling anyone.

Successes

- Clubs Integration: This was a project that Chukky proposed at the beginning of the year that we were able to successfully implement by the end of the year. Although not without struggle. Getting it approved in the first place took way longer than it should have because of the committee's concern about risk management and if they had to have. Michele was pretty adamant about all the volunteers of the clubs attending welcome week training so they could be properly trained on strategic themes etc. etc. Which is understandable but truly not necessary. After we went through months of hoops of putting this through, the club events were a huge success – having a higher turn out than half the WW events. **This is continuing next year** and more effort should be put in to gather metrics of success from club events

Challenges

- Strategic Themes: This year responsibility for strategic themes was given to the MSU. This was a result of the last board going over the SSC's head and discussing it with Sean Van Koughnett (Dean of Students). We got dumped with this at the beginning of the year. The structure they set in place to actually do them wasn't properly thought out and was a struggle to get rolling throughout the summer. The actual events had a pretty dismal turn out, One Love (a engaging talk about consent etc.) right before airbands had a max audience of 200 right near the end – it was good but getting students to come to it was a huge challenge. The event that was an alternate for faculty night had an unreal set up and live band but barely anyone came, the other events that were run all had low turn out. The results from the welcome week survey in regards to sexual assault prevention also showed poor results. This year the structure for implementation was entirely changed to tackle these challenges. The main issue is that there was so much alternate programming happened that there was no way to properly funnel first year students to an event. Communication with ROAs and the ROP was also not very collaborative in planning these events which led to communication challenges.
- SOCS: In my past four years of being a rep supporting off-campus students during welcome week was always a challenge. SOCS did a great job with their signature events but I think they struggled throughout the week in engaging first year students. We also had issues with some SOCS reps during concerts when they wouldn't listen or move and were blocking entrances/giving out incorrect information. The real challenges arose later in the year after WW when we were trying to figure out the best structure for WWAC and welcome week groups when we indicated SOCS as a concern because no one in the conversation at that time properly understood their structure. Next thing you know Simon casually mentions at a WWAC meeting that SOCS are now off campus reps under residence and then we get complaints from SOCS president that they had apparently been removed from welcome week and they were told that they would have no interaction with these off campus reps. We raised this as a point of concern both at WWAC and at SSAC. The decision should have been made at WWAC and chukky + Preethi did not sign off on the welcome week MOU for next year as they felt a student groups rights were undermined.
- Rep Numbers: If you look through the WWAC minutes and supporting documentation you'll see an initial proposal from Jeremy Sandor to reduce the number of reps. The number of reps had been rising unproportionably to students and there was also no baseline as to how many reps a rep group could hire. This became a challenge because it put a strain on the training budget and made logistics a nightmare. I had a big spat with the SSC about this because I was initially told

that they didn't have enough money to make training more effective. I believed that but felt Jeremy's initial proposal was too extreme (wanted to reduce ratio of students to reps from past numbers to 15:1 across all groups). I took this back, had the WWFC gather information about planners ideal # of reps and why they felt their programming needed a certain number of reps and presented a counter proposal. This completely blew up in my face as what I thought was a fair proposal, what was based off the feedback I got from the old planners clearly was not communicated to the new planners and the idea of putting a cap + reducing the number of reps (I created an initial tiered system so that no groups would have a large drop off + would still have enough to do their core programming) was met with a large amount of resistance. From that point I had to meet with planners, hear their concerns, and fight to amend the initial proposal I made to WWAC. To this day I'm not entirely sure that the number of reps was reduced to free up the budget for training. I never once saw a detailed breakdown of the training budget (I had asked multiple times) and whenever I wanted a straight answer Gina would beat around the bush. Regardless there needed to be a system to ensure that there is a proportionate amount of reps available so that a quality training can be provided and that WWAC can adequately support the number of reps hired. This reduction in number should be reviewed for next year.

- Autonomy of student groups: Its clear that the MSU needs to be the protector of student groups autonomy at this table. While the intentions from WWAC are good, faculty reps are under the direction of the faculty societies with the faculty signing off on it. We have a unique welcome week experience because of how student led it is. WWAC often forgets that. A topic next year will be creating regulations about hiring practices of reps – this is for good reason as there have been situations where faculty groups have done inappropriate things in their interviews – but this doesn't come from a feeling of malice, it comes from inexperience in proper and objective hiring practices. Planners have no idea how to properly conduct interviews or create/grade applications. If you look at the residence life hiring process vs faculty rep hiring process you'll see what im talking about. Planners need to be empowered, not told what to do. This can be accomplished through training and templates – *not WWAC mandates*.
- Bulk Suit order: This was something that was dumped on me at the beginning of the year. I did my best to find a supplier that could do a ridiculous order for a low price in a short amount of time. Obviously this came with challenges of communication. Timing, and quality – but overall it was pretty damn good for its first year. I would say 80% went smoothly. The residence repsuits were too small but that was actually Taha's fault because then they were doing sizing checks he told the supplier to take them all in – although to be fair, the supplier didn't confirm with him what that would look like until all the suits were in (mainly because of timing). See how things go this year and if there is still issues – switch suppliers. **Also charitees is supposed to give us back 10% of the order to distribute as a bursary, please make sure you follow up with this.**

HSR

This year was the first year that HSR passes were integrated with PRESTO. This was Ryan MacDonalds Initiative to try out. PRESTO was onboard because they wanted to start doing this across Ontario and Mohawk and McMaster were the first ones to agree to it. The implementation of this was what I spent a good chunk of my summer on.

Challenges

- PRESTO: Presto is honestly terrible to work with. You think they're a technology company but they really are not. They outsource all of their tech stuff which costs them a fortune to do, so whenever you ask for something the answer is always 'no'. We needed them to make an alteration to the barcodes so that the campus store could scan them to attach a presto to a student card and it was such a struggle to get that (literally took 3 months). If we didn't get that, when a student lost their presto card without registering it they wouldn't be able to get a replacement bus pass (because there would be no way to track the card). So all of this was solved and this year student picked up their presto from the campus store. Next year we worked it so that they can get a voucher on mosaic and renew it on their card or put it on any other presto card they want. This was another challenge to actually make work and it was both us + the university (UTS and campus store) that had to talk to PRESTO higher ups directly at their head office downtown Toronto during one of the training days. You should have to deal with much, just make sure that the front end of it is easy to access for students and that if a student loses their card, they can get a replacement cheaply and easily.
- People on this committee: HSR (Nancy Pursor & Colin), McMaster (Nancy Grey, UTS), MSU (You, John, Compass), GSA
 - o Nancy Pursor is something else. She is tough to negotiate with because she doesn't budge & neither should you. If you think something isn't in the best interest of students, say so and stare her down. You are the customer paying them \$4M for this service. Demand excellence – the MSU funds a critical part of their deficit budget.

Hire@McMaster

- This project was driven by all the coop offices to create a unified employer intake platform. The project was granted \$500k from the provost's special project fund to be created. The person leading the charge on this was Vicki Lowes from the Science career office + Dan Hess who was hired by the committee.
- The MSU's role on this is to present our clubs as an opportunity for employers to engage with, voice student concerns about the *type* of employers students want, and the most effective way to engage with students.

SSAC

- This committee oversees ancillary fees outlined in the CAF agreement. Read it over and know it – concerns about SWC, Ath & Rec, and SSC should be taken to this committee. This committee also oversees SLEF and USIF. SLEF was a crashout this year as none of us got transitioned on it. I would recommend finding a better way to execute the SLEF projects as they usually get approved right before the board transitions resulting in communication issues.

Alumni/MSU

- Karen McQuigge is fantastic to work with. She is one if not my favourite university administration. She's straight up and respects when you are firm with your decisions. If you think something isn't best for the students she will respect that. Be careful in these meetings as you'll find that Wooder will actually try and undermine you if he disagrees with what you think. Be firm and vocal with it.

- If you have an idea that you think students want, talk to Karen about it. The money they get from the affinity partners they have goes into a pool for student events – which is where LUTN, Hoco, and Life After Mac alumni funding comes from. If one of these things start to suck, feel free to change present an idea to change it (that’s what we did this year by replacing frost week with life after mac. We had challenges with turnout to some events and Hasan Minhaj not at all talking about what we told him to talk about, but theres a ton of potential here.

Admincon

- Primarily an updates committee. Anything big with campus events, clubs, SAB, and HSR are important to bring up here. This committee is primarily concerned with rising trends on campus and how to address it. Its also good to make a priority clear and mention that you’ll be following up with specific people here.
- Roger Couldrey will usually give it to you straight on this committee which the others frown upon. I like him because when he has an issue he outright says it. Like when he threatened to cancel homecoming (which we saved) after the shit show that happened with Post Malone during welcome week and concerns from security about safety.
- An example of when this committee was useful this year was actually leading up to homecoming. For welcome week security services wouldn’t allow us to purchase external security to have at the concert – we had to use them and guarda world because their union has an agreement that any external security should be guardaworld. The problem is that guardaworld is a bunch of 70 year old white dudes that are only good for sitting at a desk – not pulling people out of a 6000 person crowd at a rap concert. We brought this up as a clear concern at AdminCon and *poof* we were able to get external security for homecoming after fighting with security services for months.

Year Plan

Objective 1	The Marauders Nest (aka The Grind)
Description	<p>If you ask a student what is one thing they would want on their campus (other than lower tuition) you’ll find that the large majority of students want quick affordable food.</p> <p>Unfortunately, in the two food selling locations owned by the MSU, only one of them sells food like bagels and sandwiches in a small capacity with little selection. Not to mention the lines for UM pile up between classes, making it difficult to grab something to eat on your way from the Arts Quad to JHE.</p>

	<p>As anyone who has ever eaten in MUSC can attest too, there isn't much space to sit down and eat. While there is a new building now scheduled to be built in a 3 year horizon, there are still 3 years of students that are going to be faced with congested lounge space, eateries, libraries.</p> <p>Currently 50% of the 1280 space is only used during club nights and special events. I would like to evaluate converting the space into a Bar/Coffee Shops similar to models at other universities such as Western's "The Spoke". Instead of 1280 being seen as purely a restaurant, it becomes a hub for students to socialize, relax, grab a quick bite, or study. A student can walk into 1280 and have the choice to sit down for a meal, order a cooked meal to go, or grab a quick wrap/sandwich/bagel for an affordable price and hang out for 20 minutes before heading to class.</p> <p>Apart of this proposal includes building a prep space in the storage area of UM to make & prep sandwiches in house.</p>
Benefits	<ul style="list-style-type: none"> • Affordable Food • Purposeful Lounge Space • Increased Study Space • New Area for club events • Increased quality of quick lunch options @ UM • Decreased cost of goods for grab & go lunch products
Difficulties	<ul style="list-style-type: none"> • Tight summer timeline • Not ideal location (1280) • Will need a hard branding push
Long-term implications	<ul style="list-style-type: none"> • Increased Food & Beverage offerings to students • Increased affordable food options on campus • Increased student input into food & beverage offerings • Healthier, more affordable campus • Increased traffic in 1280 • Increased diversity of lounge and entertainment options
How?	<ul style="list-style-type: none"> • Proposed \$99000 capital allocation to 1280 for the creation of a standalone café • Proposed capital allocation to create a prep space at the back of UM
Partners	<ul style="list-style-type: none"> • General Manager (MSU) • Food & Beverage Manager (MSU) • Student Food Consultation Working Group • Facility Services • SRA
Status	<ul style="list-style-type: none"> • Completed & Successful • Next Steps: Operationalize the prep space at the back of UM • Next Steps: Look at expanding The Grind

Objective 2	Online Ordering @ 1280
Description	Over the past 4 years 1280 has seen a decline in food sales totaling to an amount over \$100 000. This presents an opportunity to see how we are effectively reaching out to students and advertising prices and food items at 1280.

	<p>Currently 1280 has been looking into an online ordering system that will allow students to place an order and pay through their phone or online and pick up their food at the bar.</p> <p>The current plan is to implement this for September and slowly ramp up promotion as we approach exam season and see a decline in individuals sitting in the restaurant</p>
Benefits	<ul style="list-style-type: none"> • Increased ease of ordering food • Brings 1280 into the digital era • Increase 1280 sales
Difficulties	<ul style="list-style-type: none"> • Logistics/tech support & training of staff • Troubleshooting issues expected in the first few months
Long-term implications	<ul style="list-style-type: none"> • Great opportunities for branding and promotion of 1280 specials
How?	<ul style="list-style-type: none"> • Partner with a company that hosts online food ordering platforms • Implement and train staff/troubleshoot during the month of August • Ramp up promotion as November/December approaches
Partners	<ul style="list-style-type: none"> • 1280 Kitchen Staff • Food & Beverage manager • Michael Wooder, Director Communications & Marketing
Status	<ul style="list-style-type: none"> • Not Completed – costs of an external system were too high (charged a % of our sales and since 1280 has such low margins we wouldn't make any money) • With The Grind this year a lot of attention & operational resources were used to ensure that it opened and runs smoothly. I STRONGLY recommend that this continues to be looked at as a way to drive traffic into 1280 – see if it can be done or for a flat monthly fee.

Objective 3	Revamped 1280 Club Nights + Integration of MSU Clubs
Description	<p>1280 club night attendance has been decreasing over the past few years and saw complaints both in the silhouette and online with some club nights having barely any attendees. The 'Thirsty Thursday' model is one that needs to be evaluated and remodeled to match the changing student demographic.</p> <p>I propose to evaluate current successful/unsuccessful club nights., cut the ones that are not successful, and focus on enhancing the ones that are currently popular with students. With the empty Thursdays we can partner with clubs or other on campus groups that traditionally host club events off campus and offer them a free rental of 1280 + assistance planning their event to keep their events on campus to ensure student safety and drive more traffic into 1280. The planning and promotion of club nights will be hosted by 1280</p>
Benefits	<ul style="list-style-type: none"> • Students kept safe & on campus during non-campus events club nights (MSU clubs, faculty societies, fraternities/sororities, etc.) • More affordable 1280 rental for on campus groups • Increased 1280 attendance + increased 1280 bar sales • Nighttime programming matches students needs
Difficulties	<ul style="list-style-type: none"> • Collaboration between 1280 and CMPE has not been done to this extent before

Long-term implications	<ul style="list-style-type: none"> • Increased safety on campus • Enhanced student experience
How?	<ul style="list-style-type: none"> • Bring together 1280 and CMPE to establish a year long plan • Contact clubs/groups that have had past experience with large club-like events
Partners	<ul style="list-style-type: none"> • 1280 • Campus Events • Michael Wooder • John McGowan • MSU Clubs • Other On-campus groups
Status	<ul style="list-style-type: none"> • Completed & Successful. • Reduced overall costs by 40%+ Increased average attendance (per club night) by 10%.
	<ul style="list-style-type: none"> • Had a few club-partnered events this year that were successful (Bollywood Night + Latin Night). Look to grow this in the future my earlier collaboration between the clubs department and campus events.

Objective 4	More Premium Events
Description	<p>With the recent increase in the campus events budget, I'm looking forward to consulting with the new campus events director and the campus events team in more effectively engaging students through an increased diversity of programming that caters to various student groups. This year saw the appearance of a popular hip hop artists for the first time in years and sold out 1280 within a day. The demand for programming alternative to the typical EDM/Indie artists hosted by campus events has been made clear by the student body and is something that can be reflected in increased large-scale programming next year.</p> <p>To assist in the collection of student input, a committee called the 'programming advisory committee' has been created which will work with campus events to conduct surveys of the student body & recommend genres of music. This committee will also collect data from events which will allow us to analyze what events are successful for future years.</p>
Benefits	<ul style="list-style-type: none"> • Increased diversity of events • Enhanced student experience • Increased programming for various groups & cultures on campus
Difficulties	<ul style="list-style-type: none"> • N/A
Long-term implications	<ul style="list-style-type: none"> • N/A
How?	<ul style="list-style-type: none"> • Committee has been struck • AVP Finance to consult with programming coordinator how best effectively to utilize the committee • Campus Events responsible for booking artists
Partners	<ul style="list-style-type: none"> • AVP Finance • Campus Events Director • Campus Event Programming Coordinator • FYC Events Chair (on committee) • 1280 Night Staff

Status	<ul style="list-style-type: none"> • Completed & Successful • Committee met multiple times & sent out surveys to guide campus events premium nights (branded at TwelvEighty Nightlife) & programming in the second semester,
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Objective 5	Experiential Opportunities
Description	<p>The second biggest issue brought up by student’s time and time again is the availability of career building opportunities. While select faculties offer co-ops and have a renewed focus on experiential learning opportunities, there is much that the MSU can do in regard to facilitating this through community partnerships. In consultations with the Hamilton Chamber of Commerce (HCC), Hamilton Economic Development, and the City Manager’s Office student retention and connecting students to local business has been outlined as a priority. Despite this, little progress and integration has been made in that area.</p> <p>According to the HCC and a wide variety of businesses in Hamilton, local businesses and companies are looking for better ways to interact with local talent. Given abysmal results from the ‘Your City 2.0’ survey conducted by the MSU in 2015, it is clear that there is no well developed strategy to engage students with businesses in the city. With the most clicked part of the MSU website being the ‘Jobs’ tab there is plenty of opportunity for the MSU to utilize this space to bridge that gap.</p> <p>As a minor member of the HCC the MSU already has access to events such as the Bay Area Economic Summit, Breakfast with the Mayor, and all other events that the HCC holds. When consulted, the HCC has said that they are more than willing to have students present at these events but no one ever asks them. Currently the only MSU member who attend these events on behalf of the MSU are the BOD or paid commissioners.</p> <p>While the SSC has put much focus and attention into its career service, Oscarplus, students still find it difficult to be aware and use these services. Given that students are also paying into the SSC through student affairs, I believe it is in the best interest of the MSU to act as a bridge between students and SSC services so students can have easier access to its services.</p> <p>I would like to evaluate the possibility of creating a mutually beneficial partnership with the HCC in which MSU support for chamber initiatives & groups (ie. Hamilton HIVE—a young professional group in Hamilton) can be exchanged for increased experiential opportunities for students with chamber events and local businesses while working together with campus partners to effectively centralize the resources currently available on the MSU website.</p>
Benefits	<ul style="list-style-type: none"> • More effectively connect students to experiential opportunities offered by Alumni, the SSC, Community Engagement office and other relevant partners • Create a tangible partnership with the HCC to allow the MSU to more effectively partner with business and community groups • Increase unique networking and professional development opportunities

	<p>for students</p> <ul style="list-style-type: none"> Centralize non-faculty related experiential opportunities for students
Difficulties	<ul style="list-style-type: none"> Multi-partner project (communication, long time lines etc.) Establishing a sustainable home for this project within the MSU
Long-term implications	<ul style="list-style-type: none"> Increased awareness of experiential opportunities for students Increased ways for students to connect with businesses and young professional groups in Hamilton
How?	<ul style="list-style-type: none"> Create an economic engagement plan for students outlining our objectives and have this approved by relevant stakeholders Centralize available university resources onto the MSU website Negotiate a mutually beneficial partnership with the HCC
Partners	<ul style="list-style-type: none"> McMaster Alumni Association Student Success Center McMaster Office of Community Engagement Hamilton Chamber of Commerce Hamilton Economic Development
Status	<ul style="list-style-type: none"> Completed but changed significantly. Was able to secure a seat for the MSU on the steering committee for the Hire@McMaster campaign which will be launched at the end of April to increase the amount of employers looking to Hire McMaster students. Connections and plans made between this campaign (managed by Daniel Hess hessd@mcmaster.ca) and the clubs department to provide support for clubs looking to reach out to employers.

Objective 6	Sponsorship & Fundraising Package
Description	<p>Fundraising is a critical aspect of event-focused services such as MSU Horizons, CLAY, Shinerama, and many other clubs of faculty groups looking to host a large-scale event. With a large amount of fundraising experience myself, I would like to look into creating either a workshop or booklet that aims to educate on-campus groups on different types of fundraising methods, how to approach businesses for sponsorships, how to effectively create partnerships with community or other on-campus groups. This training will also include tips on negotiating, pitching, and various resources available in the community for on-campus groups to access.</p>
Benefits	<ul style="list-style-type: none"> Increased guidance on fundraising techniques for clubs and on-campus groups
Difficulties	<ul style="list-style-type: none"> Lots of consultation with various groups to assess grants available and current sponsorship methods
Long-term implications	<ul style="list-style-type: none"> N/A
How?	<ul style="list-style-type: none"> This is one of the points that the AVP finance will be focusing on over the first semester/end of the summer

Partners	<ul style="list-style-type: none"> • AVP Finance • MSU Services • MSU Clubs • Faculty Societies • Campus Commercial Partnership Coordinator
Status	<ul style="list-style-type: none"> • Ongoing & Currently Being Completed by AVP Finance

Objective 7	Financial & Budgeting Training
Description	<p>In consultations with on-campus groups, one of the most difficult part of planning a new event or creating a new club is being able to accurately budget your projected finances for the year. There is no central database where an individual can have estimated costs for venues, catering, equipment rental etc. Its also difficult to estimate how much you should be spending on food vs programming vs space.</p> <p>I would like to supplement the event planning package which Ryan MacDonald created by also creating a budgeting package and/or offer workshops to services, clubs, and on-campus groups to fill the knowledge gap that students face when handling a budget for the first time.</p>
Benefits	<ul style="list-style-type: none"> • Increased guidance for on campus groups when planning events • Increased awareness of budgeting technique • MSU groups can more effectively anticipate how much planning an event will cost them and budget/fundraise accordingly
Difficulties	<ul style="list-style-type: none"> • N/A
Long-term implications	<ul style="list-style-type: none"> • N/A
How?	<ul style="list-style-type: none"> • This is something the AVP finance will be focusing on throughout the year in consultation with myself and various MSU groups who have hosted events at various venues in the past
Partners	<ul style="list-style-type: none"> • AVP Finance • MSU Clubs • Other On-Campus groups
Status	<ul style="list-style-type: none"> • Completed & Successful (but changed) • Held sponsorship and fundraising workshops for clubs in collaboration with the Alumni Association. Was well attended by engaged club leaders. The clubs department will be implementing more workshops next year.

Objective 1	Transparency
Description	<p>Last year Ryan MacDonald hosted a 'budget fair' in which the MSU budget was put into infographics and put on display in MUSC atrium for students to comment and provide feedback on.</p> <p>This year I would like to take this one step further and create 'pop up' budget fairs in various building across campus where students from different faculties congregate such as JHE, BSB, MDCL, LR Wilson, Centro, etc. hosted by the finance committee and various members of SRA so students can voice their concerns about the budget</p>

	directly to their faculty representatives
Benefits	<ul style="list-style-type: none"> • Increased outreach to students • Increased communication between SRA and students • Increased budget transparency • Increased budget feedback for the following year
Difficulties	<ul style="list-style-type: none"> • Coordination between SRA members and Finance committee members throughout the day
Long-term implications	<ul style="list-style-type: none"> • N/A
How?	<ul style="list-style-type: none"> • This is a project that the finance committee will be working closely on throughout both first and second semester
Partners	<ul style="list-style-type: none"> • AVP Finance • Finance Committee • SRA • Michael Wooder, Director of Communications and Marketing
Status	<ul style="list-style-type: none"> • Completed & Successful • Had near 1000 students walk through and engage over 4 days with some of the highest engagement in JHE. • Next Steps: The week was intense & difficult to staff, would recommend spreading it out next year/doing smaller popups.

Objective 8	Discount Card
Description	<p>In consultations with the outgoing finance commissioner Yelena, we currently have buy-in and strong interest from businesses in being a part of this system as well as infrastructure in the underground to print and distribute the cards for welcome week. Throughout the summer I would like for this project to be completed and the promotion and distribution of the card during welcome week</p> <p>This is a project that can fall under the portfolio of the MSU's news sales lead the Campus Commercial Partnership coordinator as part of a larger advertising plan with the MSU</p>
Benefits	<ul style="list-style-type: none"> • Increased discounts for students at local businesses • Entry level point for businesses to market to students
Difficulties	<ul style="list-style-type: none"> • N/A
Long-term implications	<ul style="list-style-type: none"> • Fits into an overall sales strategy for the MSU
How?	<ul style="list-style-type: none"> • When the campus commercial partnership coordinator is hired, this will be one of the projects they will be focusing on integrating into their overall marketing plan for businesses

Partners	<ul style="list-style-type: none"> • Campus commercial partnership coordinator • MSU Underground • Michael Wooder, Director of Marketing
Status	<ul style="list-style-type: none"> • Stopped • With a new fulltime advertising position within the MSU (CCPC) we discussed it and determined there was a more effective way to do this with larger retailers instead of mom & pop stores as they already advertise in the almanac/student survival guides.

Objective 9	Evaluating the Child Care Center
Description	As mentioned in the new indigenous students policy, there are concerns brought up by students with children regarding the accessibility of the MSU childcare center. I would like to conduct an evaluation to assess how the services currently offered by the childcare center are being used and how they can be better catered towards students needs.
Benefits	<ul style="list-style-type: none"> • Increase awareness of affordable childcare option to students with children
Difficulties	<ul style="list-style-type: none"> • The childcare center is restricted by many government regulations which govern staffing numbers, hours of operations, and certain programs.
Long-term implications	<ul style="list-style-type: none"> • Better support mature students or other students with children
How?	<ul style="list-style-type: none"> • Consult Debbie Thompson (Childcare Director) on current challenges faced by the childcare center • Establish a working group of representatives from students groups with high percentages of mature students to discuss current challenges • Form recommendations to the childcare center • Find ways to implement the childcare center into activities run by programs with high rates of mature students
Partners	<ul style="list-style-type: none"> • Debbie Thompson (Childcare Center) • MSU President • Faculty of Nursing • Indigenous Student Programs • Other groups with a large amount of mature students
Status	<ul style="list-style-type: none"> • Ongoing • Currently in discussion with the GSA to create a bursary for childcare on campus.

Objective 10	HSR Implementation
Description	<p>This year, McMaster University will be the first university to implement a UPASS system to their students. Come September in partnership with the university, we will be distributing 22 000+ presto cards to students. The new presto component adds a new digital aspect to the bus pass which will have to be considered moving forward in negotiations.</p> <p>This year an agreement will be created with PRESTO, the University, and HSR regarding the topic of data sharing and the forward plan for renewal of the cards and bus passes in the 2018/2019 year. As the first university UPASS system in Ontario, McMaster will play a large role in shaping the program for other universities but will also be faced with many of the starting challenges. My main role as the MSU representative alongside John</p>

	<p>McGowan and Debbie Good (Compass Manager) will be to ensure that students are not getting pushed aside for the sake of administrative ease as well as negotiating the MSU percentage of the administrative fee charged in the referendum.</p>
Benefits	<ul style="list-style-type: none"> • Increased ease of use for students • Longer term plans for online renewal of passes (instead of a new pass every single year) • Integration with presto and GO bus lines
Difficulties	<ul style="list-style-type: none"> • First time program • Will encounter bugs + kinks in the system
	<ul style="list-style-type: none"> • No other references at other universities in Ontario to use
Long-term implications	<ul style="list-style-type: none"> • Much easier/consistent bus pass system for students
How?	?
Partners	<ul style="list-style-type: none"> • HSR • PRESTO • McMaster University • John McGowan • Debbie Good
Status	<ul style="list-style-type: none"> • Completed & Successful • Students are loving the presto integration to the bus pass. Also, currently changing up the distribution so that students will be able to renew online instead of having to go into the campus store.

Objective 11	SAB Consultation
Description	<p>One of the largest projects the BOD will have to tackle this year is ensuring the continued cooperation of the university to the MoU that was established this year with the new Student Activity Building as well as properly consulting students in terms of what this student space should look like. While there are already agreed upon spaces such as a grocery store and a multi-faith prayer space, the rest of the building is still a blank slate. A priority of mine this summer is to effectively reach out to students by launching feedback campaigns to see what the major amenities students would like to see in the SAB.</p> <p>This involves large marketing campaigns, both in person promotional booths and feedback events as well as an online presence. Currently the SAB Ad-Hoc consultation committee chaired by the AVP finance is meeting weekly to create and launch a consultation plan over the summer.</p>
Benefits	<ul style="list-style-type: none"> • A building for students, by students

Difficulties	<ul style="list-style-type: none"> • Tight summer timeline makes extensive consultation difficult, BUT we have a wide variety of past data over the past few years
Long-term implications	<ul style="list-style-type: none"> • This will guide the formation of the new student center
How?	<ul style="list-style-type: none"> • This committee will make recommendations to the overall SAB committee in regard to what should go in this space • These recommendations will be taken into account within reason when analyzing available space within the building
Partners	<ul style="list-style-type: none"> • AVP Finance • SAB Ad-Hoc Consultation Committee • MSU • SRA • Student Affairs • Athletics & Recreation • Facility Services • Interfaith Council
Status	<ul style="list-style-type: none"> • Completed & Successful! • We've 95% completed the floor plans for the new building based off all the feedback we received at it looks absolutely beautiful. • Changes significantly from its original concept

Objective 12	Frost Week
Description	<p>Frost Week is something that has consistently lost momentum each year with last year having no large scale programming as it has done in the past. With the restructuring of the campus events budget and new direction of their department I believe there is a great opportunity to try something different.</p> <p>In consulting with the campus events department before coming into this role, the idea was to host one large scale concert or multiple smaller ones in 1280 that students could get excited about. I think given the clear demand from students for upcoming artists from the GTA (as seen with Roy Woods) this could be a great opportunity to do something very cool.</p>
Benefits	<ul style="list-style-type: none"> • Frost week programming that provides students with the best bang for their buck • Frost week that appeals to a variety of demographics across campus
Difficulties	<ul style="list-style-type: none"> • New campus events director with a lot of large projects in front of her • May be overwhelming to the CMPE department with its recent restructuring
Long-term implications	<ul style="list-style-type: none"> • N/A
How?	<ul style="list-style-type: none"> • Sit down mid-summer with Campus and Events and work through a year plan with them highlighting a plan for frost week • Approach other campus stakeholders to partner on this – alleviating the financial burden on the MSU
Partners	<ul style="list-style-type: none"> • Campus Events • Alumni Association • Security Services • 1280
Status	<ul style="list-style-type: none"> • Completed & Successful • Converted 'Frost Week' into #LifeAfterMac week focused on post-grad support to students in their 3/4th year! • https://lifeaftermcmaster.com/

Objective 12	Part-Time Staff Wage Review
Description	<p>With the new increase in minimum wage set for January 2018 and again in January 2019 the MSU will have to evaluate the wages of its part time staff to ensure that all positions are getting paid fairly in respect to the work they do. I plan to build off the wage matrix that was created by Ryan and Shaarujaa last year and build upon it with the new changes to positions currently making under 14\$/hour.</p>
Benefits	<ul style="list-style-type: none"> • Students are being paid appropriately for the work they complete • Wage reviews are defined based on merit with respect to the level of service delivery they are providing to students • Promotes consistency across the organization
Difficulties	<ul style="list-style-type: none"> • With a large increase in the minimum wage the MSU must ensure that we can accommodate our staff that doesn't put the organization at risk and doesn't place that burden on the backs of student's fees • With the large jump, considerations must be made as to how the increase affects

	both contract and salary within the organization so that all of our staff are treated fairly
Long-term implications	<ul style="list-style-type: none"> • Consistent, sustainable wages in our organization
How?	<ul style="list-style-type: none"> • Work with the finance committee to assess the impact of the fee increase to our organization and prepare recommendations
	<ul style="list-style-type: none"> • Work with the wage review committee to update the wages based on recommendations of the finance committee + the previously established wage matrix
Partners	<ul style="list-style-type: none"> • AVP Finance • Finance Committee • Operations Coordinator • Maggie Gallagher (Comptroller) • Preethi Anbalagan (VP Admin)
Status	<ul style="list-style-type: none"> • Completed & Successful • All part-time wages have been adjusted for the minimum wage increase • Finance Committee publishing a report on the impacts of minimum wage and recommendations/different departments moving forward.

[Non-Platform Related Goals/Accomplishments](#)

OPIRG

Over the past few years numerous recommendations have been made to OPIRG regarding the accountability of their budgeting process, the amount they give to working groups, and the accessibility of their opt-out. None of which had been responded too.

This year we put the OPIRG fee to referendum with the option to keep, reduce, or eliminate. With a large majority of students opting to reduce the fee from \$8.07 to \$5.50. The MSU was also mandated to strike a working group with OPIRG to work through some of the recommendations and increase communication between the two groups. While no initial contact has been made with OPIRG following the referendum, this should be something that the next VP Finance & BoD initiates.

The Finance Committee & Internal Governance Committee has also made some changes to Bylaw 5 to ensure more accountability from Bylaw 5 groups.

[Clubs](#)

With the goal of better supporting clubs, this year I took on a review of the clubs department to determine how we could better support clubs. The finds are below:

1. 50%+ of the clubs administrators time is taken up by mundane/repetitive tasks such as adding up/filing 100's of reimbursement claims forms, answering 100+ questions from clubs a week via email in addition to 1-on-1 meetings with clubs, EOHSS approval for

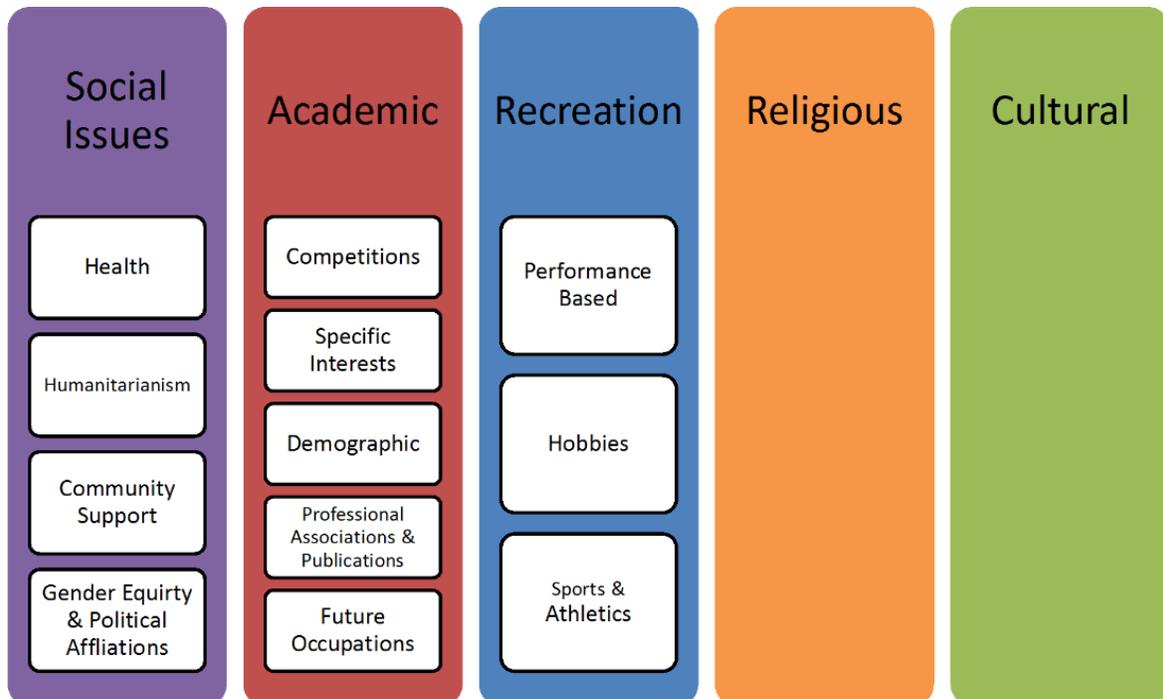
clubs events and conflict management.

2. Within the 5 categories of clubs there are a number of sub-categories with unique needs that clubs can be categorized into. **(all documents can be found on the drive in VP Finance>2017-2018>Clubs)**
3. There was no objective measure of how clubs received funding + the support needed for growth

It was found that while the clubs administrator had come in with a number of projects and workshops they wanted to complete, they were unable to find time once September occurred to actually do them. So we have implemented the following changes for next year.

1. Move the process of filing and logging clubs reimbursement forms from the clubs administrator to the accounting office via a clubs reimbursement policy freeing up approx. 10-15% of time to focus on other projects.
2. Create an email filtering system where initial club emails are sent to an assistant and then escalated to the clubs admin if needed. Freeing up approx. 5-10% of time to focus on other projects
3. Created an appendix to guide the budget allocation of clubs and integrated the process with the MSU website to increase organization & allocate budget based on how successful a club has been/their visions to grow for the next year.

A number of recommendations will also be made to the incoming clubs administrator to use the above research to provide targeted workshops to the sub-categories of clubs throughout the year and provide access to training options in the summer for clubs to get a head start.



Month by Month Overview

This outline will give you a general sense of what each month looked like for me throughout the year. Additionally, I've attached a unedited week-by-week goals and accomplishments that I kept track of throughout the week in **Appendix A** (some weeks are missing and the format changes as the year goes on but it'll give you a sense of the timeline of things)

So much goes on in the day to day that I highly recommend some sort of tracking system for goals and projects. You will have limited free time in the day as the year picks up as most of it will be filled with solving problems and drop-in's from PTMs or FT staff.

May

I would recommend taking this month to get to know the staff and make your presence known within the MSU + find out what the FT staff have planned for the year (this includes the child care center! Make sure to take a visit down there for lunch, they are fantastic). Definitely have an accounting team meeting to understand what some of their challenges are and how to address them over the year. *The accounting department is your team throughout the year.* Also take this month to introduce yourself to relevant campus partners. I list of people has been included in the transition report. One of the mistakes I made was diving straight into projects without taking time to read through documents, talk to many of the full-time staff, or understand the historical landscape of the MSU and McMaster University.

The main projects that I inherited were following up on SLEF projects, the signing of the MoA for the new student activity building, find a supplier asap for the bulk rep suit order HSR Presto implementation, and continuation of the MSU online ticketing platform. We also had the first WWAC meeting and HSR meeting of the term in this month. Additionally, I had to produce a capital quote for The Grind to include in the 99k capital request to the SRA for The Grind in June.

In terms of services, CLAY will need your help this month as the conference is in May. The CLAY budget is strange because some of their expenses were taken from the last fiscal cycle. You have the look at the statement from January and subtract that from the April one to see how much Rachel (18/19 clay coordinator) spend out of Taylor (17/18 clay coordinators) budget. Ensure that Rachel leaves room at the end of her budget for the next clay coordinator to do the same. This is a dumb process, realistically when the new CLAY coordinator comes in, their expenses should be tracked separately and all their expenses should be reflected within their own fiscal year. Usually a BoD member is oncall during CLAY in case of emergencies.

June

This is where most of the work started. MSU retreat, SRA training, and PTM training were all in or around this month. This involved having all training documents ready, updated budget trackers, capital proposals ready, and assisting the VP admin in room bookings and organization. A multi-year contract was struck with housing and conference services right before I came in (which I had to finalize and sign off of) for MSU retreat and SRA training to lock down prices. This will make it easy for you to communicate with them as rooms will be reserved. In past years the BoD had held msu retreat off campus – by having it on campus thousands were saved. Although many of the FT staff didn't attend so I really question if that was the right call/if there is something more purposeful to have the FT and PT and SRA interact with eachother that doesn't involve staying overnight.

This and the following months will be the busiest for WWAC. Ensure that any action items you need to do are implemented around of before this month as the closer it gets to September the busier everyone else gets. Your year plan is also due this month at the first SRA meeting – you'll find that many of your platform points shift or change, its bound to happen. Try to stay true to the promises you made to the assembly and change the specific platform to match that is the original one was infeasible. The MSU retreat/SRA training is also a great time to get to know the SRA and get them involved with projects on your year plan that they may be passionate about.

By this point you'll have already been through a few homecoming meetings and one of the things the VP finance is tasked with doing is collecting raising money from faculty societies. In the past two years none of them wanted to commit any funds (but me and Ryan both reached out late). Put this on your radar and try to loop a society into a 3 part deal for hoco, life after mac, and light up the night. We also have the MSU golf tournament which is always a ton of fun. The cost for this is typically expensed for MSU staff as it is technically a work event – Wooder can provide some context.

July

This month was a blur in working on projects. The capital expense for The Grind was approved in June and this month was spent with the architects trying to get things moving as quickly as possible. Planning for WW was in full swing with the strategic themes and Hoco planning was creeping up in addition to PRESTO integration with the bus pass and SAB architect meetings.

Horizons will need your help this month, usually the BoD does a talk at the opening ceremonies and one BoD is on-call in case of emergencies. Horizons is a great opportunity to interact with first year students who are interested in governance & involvement. Take advantage of that by having AVPs showcase some of the standing committees students can join! I don't remember this being done too much in the past.

August

A good chunk of this month was spent preparing for Welcome Week. This was the first year we did the bulk suit order so there was a number of issues we had to deal in re: suits being in on time, sizes being wrong etc. I helped out the VP Admin (Preethi) in anyway I knew how as she was swamped with WW planning. I took on coordinating the maroons and other volunteers with MacPass distribution and the Alcohol Awareness strategic theme in addition to general support wherever I could. Preethi made an overall WW schedule for the BoD which was helpful, we talked as a team where we should all be and what our individual roles were.

The auditors will likely come in this month or in July to go through all the books – there really isn't anything that you have to do with them. Maggie and John will take care of it.

We had OUSA best practice sharing day this month – take the time to connect with other student unions and build those relationships. Try to understand how their clubs systems and business units work and take tours of their campuses if you hear anything interesting! One of the best things I did was visit UBC when I was on a family trip in Vancouver – there was so much that could have been applied to my term.

September (Welcome Week)

This week roles around quicker than you think. Take the time to be on the ground as much as possible with students and your team. Make your presence known to all the rep groups and first years. This is your last welcome week so really try to get the most out of it. The most important thing for the BoD is to be on the ground as a visual symbol. It's a great opportunity to see the challenges of WW with reps first hand and do something about it afterwards.

You will likely spend late nights in the office this week – remember that you still have to do your daily tasks so make it a point to come in at a time point each day to approve PO's and sign cheques. You will also have to be there to lock up the accounting office when Shine Counts all of its money at the end. Remember to lock the accounting door and arm the alarm after! I forgot about this and it could have been bad if anything was missing (because Shinerama keeps all their money there).

Swag bags is a big pain in the ass for WW. Typically the Maroons are used to stuff all the materials into the bags – its great that they do this but its very clearly free labour and after 4 hours straight no one likes it. If you're doing it again like that this year make it a party, bring in some food and ensure that they are appreciated because that sentiment stays when you need the Maroons to do other labour intensive tasks throughout WW.

September (Non-WW)

On Sept 1 (its in your calendar), you have to call an MSU.inc meeting to approve the audited statements. They also need to be published in the Sil in first semester as per our corporate bylaws. All you have to do is email Emma telling her you want to call a corporate meeting and have the motion + the audited statement and summary attached. Provide SRA with the opportunity to ask questions and go over it before the actual meeting & do your best to read through and understand it.

Hoco will hit you quick as its 2 weeks after WW. Do your best to support campus events throughout this process as their team will be exhausted after WW.

After WW go through all the expenses that the MSU made outside of campus events – Trish will keep her own detailed budget and it will be good for you to touch base with her to see the status of it after homecoming and if she needs any budgetary support. You have the authority to re-allocate up to 20% of a budget (I believe that's in corporate bylaw 3 or bylaw 5). So use this to craft out the campus events budget.

Clubs stuff and service support will start getting hectic in this month with clubsfest happening, clubs training, and any workshops you plan on doing. Support the clubs admin as much as you possibly can as they are incredibly overworked.

Also start looking for jobs if you need too – this role gets so hectic but don't forget about yourself and actually having employment after April.

You'll find that you don't really have free time anymore once this month roles around. All your open spaces will be taken up with conversations and PTMs or other dropping into your office. If you need to do work, block it off in your calendar and leave the office if you need too.

Also don't forget about the Bylaw 5 stuff! You'll need to schedule the presentations from the non-university non-msu groups in the first semester. Do it after the first few SRA meetings so the SRA understands why people are presenting their budgets to them.

October (Happy Birthday Scott!)

Clubs budgets were allocated in this month. Me and Clubs admin (Jenna) blocked off 1.5 days to do this. This process needs to be fixed as there were basically no guidelines on what to actually do. We literally had to go through every single club individually and figure it out. Make sure that you have a objective criteria to apply budget to clubs – this is also a great opportunity to bond with the clubs admin. Try to loop in the operations coordinator as much as you can so they understand the process.

Faculty Society WW Levy Payout. Work with Andrijana in student affairs to ensure that the MSU gets the transfer from the WW Levy for the faculty societies and special projects and clubs. Once that is in you can create a spreadsheet (my one from last year is in 2017-2018>WW>WW Budget Reviews>WW Faculty Budgets Final). In this I had the overall amount allocated from the Levy and made deductions for anything that the MSU paid for on behalf of the faculty societies. This is also a good opportunity to collect any debts the faculty societies owe you as they are terrible at paying their bills.

We also held the transparency fair this month. Organizing that was kind of a shit show considering I was at a conference for half the time. Would not recommend doing that.

OUSA is also this month, I'd recommend going if there is a policy you are passionate about. Great opportunity to connect with other student unions and do advocacy.

November

Looking back through my notes a ton of platform work and problem solving happened in this month. It was a combination of putting out fires, working on platform points, and dealing with day to day issues. My **activity** log can provide a better understanding of how this month feels.

December

With exams happening and PTM's not working this month will allow you to focus back on your platform points and other BoD issues that may have fallen to the wayside. Don't expect any meetings near the end of this month with university staff as most people are in holiday mode.

All life after mac plans should be finalized in this month.

Wooder will meet with you all about State of the Union, get all the work for it done prior to January so Wooder has time to work on it.

January

Take this month to reset and recalibrate yourself along with your year plan. Get the timeline for the budget as early as you can from Victoria so you can figure out how to best accomplish it. At this point the clock starts ticking as you wont be able to accomplish anything substantial after mid-march as transition mode kicks in for everyone.

Pick the 2 or 3 things you want to do before you leave and clear everything else off the table.

Also take some time to watch presidentials – its super entertaining from the other side.

February

Spend as much as you can of this month meeting with department managers for the budget. I would sit down with the business services and business units to figure out what new projects were implemented that they want to continue, what worked and what didn't, and what changes will be made for next year. I kept the budgets pretty flexible in my year so they could experiment in 18/19. But the next budget cycle should be tighter.

You will need to start collecting funds for LUTN – don't let this sit to last minute. My activity log has a list of how much \$ I brought in from various campus partners. I brought in around 25k – work with Vlad (CCPC) to see what corporate clients you can attract. You are also responsible for getting MSU clubs involved with LUTN (board game and juggling club or other ones that make sense).

Tip: Go to as many formals as you can, they're fun and you won't get to do them again after you graduate. Humanities is pretty cheap and a great time.

March

Wrap up what you can as the new BoD is coming in hot.

April

The end is nigh. Wrap up what projects you can, transition what you can, and sign all the outstanding contracts you put off throughout the year. If there are any university partners who have been loafing on a mutual project shoot them a gentle reminder that you are leaving office soon and watch how fast things get done (cc: Kevin Beatty and the Residence Life Activity Fee Agreement).

Missing: SLEF – we had no idea what the process was for this. Do your best to set a SLEF timeline with the board at the beginning of the year and find some better ways for it to execute.

Business Units

Union Market

Next year will have an entirely different management structure for UM. Instead of one SOP, it will have a full time staff over the summer and two part time during the school year. This was proposed and designed by this year's SOP and John McGowan. Keep an eye on how this affects sales this year as UM is our most consistent source of revenue.

Underground Media & Design

With a renewed focus on external design work, a position dedicated to sponsorships, new branding, and strong leadership – I believe the design and sales aspect of this business unit will flourish over the next few years. On the flip side, underground has shown a 22% decrease in sales. This can be attributed to new management and much needed internal restructuring.

However there is still opportunity to evaluate the front of house aspects of underground in regards to its ease of use and alignment with customer trends. If this is not monitored there will be a decline in sales over the next few years. Attention should be paid to the integration of the front of house printers with modern technology.

An interesting idea is to think about what a remote working policy or external workplace might look like for underground. Given its external design focus – there may be opportunity to expand the underground

outside of the McMaster campus. It's a wild idea that the MSU may not be ready for yet, but the underground definitely is. That talent should not be put to waste because we will lose it if they don't have the opportunity to grow.

Twelve Eighty

The success of The Grind shows that the student demographic is changing. For the first time in MSU history we will have sold more coffee than alcohol. This is something that needs to be seriously considered when looking at the future of TwelvEighty.

Next year emphasis should be placed on TwelvEighty menu options, service style, ease of ordering, use of technology, and marketing strategy. TwelvEighty is currently our biggest cost center but will show marked improvements with the addition of The Grind. More attention (not renovation) needs to be given to it next year on the restaurant and catering side.

This will be a make or break for the MSU as further reducing the deficit of TwelvEighty will generate a sizeable amount of revenue for the organization to offset the increased cost of minimum wage.

<https://www.thesil.ca/mac-s-newest-cafe-opens>

<https://www.thesil.ca/the-grind-at-twelveighty>

<https://www.thesil.ca/grind-paying-off>

Compass Information Center

Compass remains under strong leadership with its full time manager Debbie Good. However, compass is combatting a shift away from physical tickets which it was created around. With every student having access to a PRESTO card and the ease of online loading or loading right at the station – compass is seeing a decline in ticket sales across all categories. All it would take is for PRESTO to pull their machines from compass (which it easily could now that they have an alternate revenue source where they don't lose commission) and compass would be toast.

Recently compass and the MSU have invested into creating an online ticket portal to sell event tickers from. This project is currently under development but creates a new opportunity to compass as a central provider of online ticketing services on campus. With this change away from physical tickets and handling large amounts of transactions – compass should review its staffing model and determine how to provide its staff with more valuable opportunities. Working at compass is considered one of the ideal jobs at university because there is so much time to do homework – this is not a good thing.

Campus Events

Under new leadership this year the CMPE department is ripe for change and fresh ideas. This year showed large costs to the organization for Homecoming in which additional security, EMS, and staging had to be purchased. These concerts also did not sell out at their max capacity.

The campus events department has the largest outreach for any of our business units or services reaching tens of thousands of students each year. However the incoming board and assembly have a duty to ensure that the events we plan reflect the wants of the student body. For the first time this year we made strides in pushing out surveys to assess student needs and providing a diverse set of events. I

believe this is the way in which our campus events department should move forward – away from large concerts and towards events appealing to different student demographics (ex. Hasan Minhaj).

Additionally, reviews should be conducted at the end of each year to determine what events were successful and which were not/future directions for the next year to ensure that we are keeping ourselves accountable and aligning with student trends.

Situation – Post Malone for Welcome Week & the Almost Cancellation of Homecoming

This year we had a new campus events director, a new venue for the WW concert, and one of the largest artists we've ever brought to McMaster/the largest amount of tickets sold for a concert. This was all set in motion by AI (past campus events director) before he left the role. Additionally, Security Services put up strong barriers in being able to hire external security as the police union has a exclusive contract with Guarda world for on campus events. (Guarda world is expensive and useless). With a completely new venue and ground layout – this was a concern.

The night of the concert doors were not opened early enough, resulting in a line up of drunk students from JHE field all the way down to the student center for hours. Students at the end of the line waiting over an hour and got in midway through the final performance. During this time students in the line ups were intoxicated and many students were passing out on the lawn. Additionally, students were trying to throw alcohol over the concert fences in the dark corners to sneak it in to the concert. There were a number of dark corners in the fencing set up which provided challenges as these problems were foreseen earlier.

Midway through the night we (the board) made the call to have residence reps come and assist by standing near these corners to ensure students were not passing out. Through a series of miscommunications residence reps took it upon themselves to be security, taking it upon themselves to handle situations which they should not have been and assisting intoxicated first years. While this is something that the Maroons see every year and are used too – the residence reps were not. This led to a large outcry (and rightfully so) from residence reps specifically around the unsafe conditions. This Op-Ed written by a SRA member and residence rep gives a good idea of what the perspective was:

<https://www.thesil.ca/prioritizing-student-safety-profit>

This + concerns from campus security led to Roger Couldrey (VP Admin, University) threatening to cancel homecoming unless these concerns were addressed 'immediately'. After much planning, feedback, and talks with EOHSS/Security allowing us to hire external security and a reshaping of the fencing to eliminate dark areas, opening of the doors significantly earlier and the presence of hired EMS on scene, all of these issues were solved for homecoming.

Homecoming

While concerts weren't an issue for homecoming, students had the biggest blockparty ever thrown at McMaster on Dalewood.

<https://www.thespec.com/news-story/7586633-student-throngs-take-over-dalewood-mac-has-never-been-like-this-before/>

This got a ton of bad press and had both alumni and the university considering whether or not to cancel homecoming for next year. To attempt to mitigate this, we have proposed to have one concert on the

Friday night, and use our resources to have a 'street festival' in westdale on the Saturday during the day. This plan has been set in motion and campus events + alumni are currently planning it. Realistically the two concerts never really worked, having subpar attendance in both years. This year we also made the mistake of assuming that alumni was continuing to give us \$30k to fund the second concert as this was a communication error in transition between me, Ryan, Al and Trish and a lack of confirmation with Alumni who said (much later when we realized there was money missing) that this was an agreed upon one time donation and not a reoccurring yearly one. **We will likely need some external funding for the Saturday street festival.** I would speak to Karen and Trish to get this sorted out early.

The Silhouette

With the combination of a large decline in advertising and a sizeable increase from minimum wage, the projected budget of the Silhouette has almost doubled creating a deficit of almost \$200 000. This is far too large of a jump from previous years and will need to be addressed through a change in vision and structure next year.

The future of the silhouette needs to be given some serious thought as print media declines and declares bankruptcy all around the continent. As the chair of the board of pub, I would look more into what successful magazines and newspapers are doing to stay atop of the market and find what lessons we can apply to the Sil and CFMU.

Corporate Issues

There are a few corporate issues that impact the MSU's ability to function effectively as an organization. I thought I would take some time to walk you through them.

Critical IT Issues

The MSU has grown rapidly over the last 10 years, without much growth to our IT department. While we have over 150 workstations we only have one Full-Time staff member dedicated to IT support. Not only has the number of workstations and pressure on our network grown, but so has what we are expecting from our network. We are processing more payments on interact and VISA, while looking at expanding online purchasing and now creating an online payment portal for other organizations to use. I started on this front in terms of investing in our new email server but there is still much to be done. I would encourage you to look for counsel both within the organization but also elsewhere. An IT consultant might be an appropriate person to evaluate our network needs and recommend solutions.

Near the end of this year we restruck the IT Systems Committee and it made some good recommendations to move forward – the first of which being to separate IT into its own department on the budget so its overall costs and expenses can be monitored. You are on this committee – I would restrike it in the summer and continue to meet regularly to ensure that IT stays a priority for

the organization.

Corporate Structure

Similar to our IT support issues, our corporate structure has not evolved as our organization has grown. As a result, we have an incredibly horizontal reporting structure, putting a lot of pressure on our General Manager. John McGowan is a great General Manager, and I think that it is a testament to his skill set that our organization is able to function well with such a horizontal reporting structure. That said, we may be placing ourselves in a position of vulnerability if he is ever to leave, as it would be a tough transition for whomever decided to take over the position. *You should look at evolving the structure so that it is not as horizontal, and more of a pyramid. I would encourage future Board of Directors members to take this recommendation seriously and take active steps to create a structure without so many direct reports to the General Manager. Especially with the Student Activity Building coming down the pipeline, I have major concerns with our capacity to take on additional responsibilities on behalf of our senior management team.*

This was Ryans suggestion from last year. There are a number of issues with our HR in general – the first being that we don't have a proper succession policy to ensure that we are receiving adequate transition reports etc. from FT staff to ensure that if they ever do leave, their successor can have access to all that information. John is the most concerning as he is such a wealth of knowledge for the MSU and is critical to many of the MSU's relationship. Work on this as a board, John has too much on his plate between supporting the board, managing all the FT staff, and now managing a new building. Work with John to find how to relieve some of this burden. My recommendation is to have a separate person take on the management of the SAB (new or existing), have Maddison take more of a role in FT HR support (as John ends up getting looped in to most issues), and utilize Emma more for Board Support on knowledge and everyday things.

Corporate Flexibility

Another important concern that should be addressed is our corporate flexibility. Right now the MSU is incredibly flexible in some regards and incredibly inflexible with others. For example, our financial capacity is significant, we can continue to add services without major concern. However, we as an organization are highly reliant on our student fees and as such put ourselves in a situation where we are dependent on them for almost all aspects of our organization. As the organization continues to grow, creating flexibility and support through other revenue generating activities is critical to success in my opinion. We should be actively taking steps to reduce our reliance on student fees. Further we need to ensure that as our organization grows our capacity to make decisions grows with it. Our corporate bylaws have not been updated in some time and right now I suspect that our capacity to respond in a situation where significant capital assets would have to be purchased in an emergency situation are not up to par with where they need to be. Executive Board should have the power to make decisions of this nature. Spend some time looking into other systems with respect to corporate bylaws that other student unions use to manage their corporate entity. It is important that we make sure we are being responsible with student money absolutely, but the question must be raised if a corporate board should be established to deal with these issues and not politicized environment of the SRA.

This above comment was from RyMac, I'm not sure what he saw with this but I think it has merit. But if you do decide to change something in the Bylaws, ensure that it is a wise choice that will not be misused in the future.

Human Resources

I mentioned this earlier in the report but we seriously need to have proper HR policies and structures for both our full-time and part-time staff. Working in HR tech now I realize how terrible the MSU's practices here. We essentially have no employee onboarding for FT staff, no proper reporting methods for FT or part-time, and barely any policies to govern issues in the workplace (a policy on workplace harassment was created literally last year). We also don't do performance reviews for FT staff. These are all huge issues which result in FT staff not being held to the highest standards & rewarded or compensated as such.

I would seriously recommend looking into creating a proper onboarding package for new employees and policies for the organization – this is something that Maddison can look into over the summer.

Resources

Microsoft Office 365

This year a major development (and this section of the transition report) is the implementation of Microsoft Office 365. We have not even begun to really delve into the productivity that this software could bring but it is important to note how impressive it is. Applications like sharepoint and Microsoft Teams might be an incredibly effective way to manage our network in the MSU where we are working in a dynamic, ever changing environment on the regular. On the Microsoft teams front, I would really encourage you to be the champion for this product at the MSU. Slack is it's competitor and it is actually a really powerful software suite that the MSU would probably use to it's full capacity with all our part time staff. If someone doesn't take up this mantle, someone else will come in and it will be wasted money on the organizations part.

As an aside, the computer-based work you do will go much faster if you can learn the hotkeys and ways to maximize your efficiency, specifically on excel. I am not sure of your computer literacy, but if you take the time to learn how to use the program, you will only be more efficient and more productive in your time in this role. The same goes for Great Plains. I had no experience on Great Plains, but taking time to learn its intricacies will only make you better at your job. While working in this job, you can actually download the full office 365 suite onto all of your devices - which is a big bonus!

Emails

You have the vpfinance@msu.mcmaster.ca account now. It comes complete with years of emails from previous VPs. I personally am not very organized, so I did not spend much time organizing my email (except for big projects like the budget) but if organization is your thing, you will benefit from setting up a lot of folders. I know this has worked well for certain people, and you may as well try it out.

You can check the email pretty easily from the office or the committee room computers. To check it from any computer not part of the MSU network, type in office365.com into a browser and then log in. Both the network access and the browser access are pretty great and I'm really happy with the move over to 365. Most importantly I expect that we won't have many more issues with days long email blackouts.

P:\BOD_PRIV

This is your shared folder on the MSU network, which only the Board has access to. It's got a lot of useful files that can give you a sense of the history of the organization as well as providing templates for your reports and other documents. You can only access these files from a computer on the MSU network. You will see most of my files in the 2016-17 folder. You will find this helpful for digging up documentation for projects that are outstanding. I think I did a pretty good job of saving most of my stuff to the network at the end of my term.

Website

You probably won't need to spend much time on the website, but you may want to update your profile page and all the finance-related pages. It doesn't take much to keep this up-to-date, so you should update it whenever new information becomes available. You can also lean on the Communications Officer and Wooder to come up with creative ideas of ways that you should update and communicate what you are up to in your role. You also act as an Admin on the MSU website as a whole so you have access to the back-end of the jobs portal and survey data should you ever need it.

Expense Account

Some lines of the MSU budget are devoted to your use. In general the Executive spreadsheet outlines what to spend money on, so I won't go into too much detail. You have \$1000.00 to use at your professional discretion. The objective for these accounts are to take into account expenses that you will incur in the role including lunches, transit, professional development and otherwise. With respect to Purchase orders, we went over this in detail, but please don't hesitate to reach out to Maggie, Sean or Kevan to ask for help - they are great!

Great Plains

Great Plains is our accounting software. While you don't need more than a cursory knowledge of how to operate this software the more you know about it the more you will be able to do with finances. You should know how to approve purchase orders and send them via email as well as track down documents that are archived in the system. You should be able to locate a document by PO number, vendor ID number, department code/budget line, and date, because sometimes you'll have only one of these pieces of information available. Any questions about Great Plains can be directed to Maggie.

Phone

Your extension is 24109. Spend a while learning how to transfer calls, access your voicemail, and change your voicemail message. You also have a long-distance access code which will come in handy. Knowing how to use your phone will make you look competent, whereas not knowing how to use it will make you look like a fool. Try to avoid that. This information is all available on the McMaster Website. The mailbox password is 921404#. Try to check it once a day as university admin will leave messages. **And make sure to change your voicemail if you haven't already.**

Final Thoughts,

I feel like I've said this 100 times, but this year is really what you make it. It can be incredibly challenging or a walk in the park. It's really up to you. The role will give you more influence and opportunity than you've ever had to execute ideas you've always wanted to do (ie. a new McMaster Sign). So try your best to leave no stone unturned as you leave this place.

Over the year I found that I had the strangest experience being on campus. Almost all my friends had graduated and although the campus was the same one I had lived on for the past four years it felt – *different*. I felt more invisible this year than I had in the last 4 years of being here, which was not at all something I expected. Walking around campus I would say hi to more university admin than I would students. It led to points in the year where I almost felt detached from the student experience which, in turn, affected my work. But the thing that always brought me back was appreciating the little moments. It was talking to students at events, or see clubs use something/be happy about some small policy change. It was the random interaction you have with the student who sits in on an EB meeting for a class and mentions that Latin Night at 1280 was the first time in three years she felt there was an event for her on campus. Or it was just taking a step back at Light Up the Night and realizing that you helped put an event together that 10 000+ students are turning into a permanent memory that might define their university experience.

The work you do, no matter how seemingly small or mundane, is important. Its often the smallest changes that have the biggest impact on a student's experience. Don't let the isolation of the job let you forget that.

The last piece of advice I wanted to leave you with is to **believe in your team**. You'll work closer this year with the BoD than any group of people you have worked with in the past. Take the opportunity to learn what it means to be a good team member and a good ally in the workplace. These are things that you will carry with you far after this year and lessons that are hard to learn.

From this point forward I'll be cheering on the sidelines and be a strong supporter of all of the steps you take. Go big, make an impact. I'm excited to see everything that you do this year. (I also get weirdly excited when you ask me questions so whenever anything comes up that you think is cool – shoot me a message and I promise I'll be just as excited about it as you and maybe Max Lightstone are). Take care & good luck. That bottle of Glenlivet isn't going to drink itself.

Until next time,



Daniel (Tuba) D'Souza

Vice-President (Finance) & Chief Financial Officer 2017-2018 McMaster Students
Union

Appendix A: Activity Log

Saturday, May 6, 2017

4:38 PM

Week 1

- Continuing on the work Ryan set in motion, I was able to bring multiple vendors to the table and negotiate the price of repsuits down from a current average of 70\$/suit to a 40\$/suit flat rate for near 600 students WITH 10% of revenue going to create a bursary for students who cant afford suits
 - SUMMARY: Decreased the cost of a large annual purchase by 50% and saved the organization revenue by creating an external source for bursaries.
- Established primary and secondary goals for a long term retention plan with the VP Ed and identified areas of concern
 - NEXT STEPS: Conduct meetings with the SSC, University Admin, and Alumni to gain perspective
 - NEXT STEPS: Negotiate a partnership with the HCC
- Put the 1280 plan in motion. John placed a call to facility services
 - NEXT STEPS: put together a vision on paper
 - NEXT STEPS: conduct the conversation with John and Rick
 - NEXT STEPS: Evaluate the function of a prep space
- Created a shortlist for CCPC and re-opened the position
 - NEXT STEPS: Promote via my linkedin
- Reviewed Final Version of Ticketing APP
 - NEXT STEPS: Collect Feedback (chukky, pauline, debbie)
 - NEXT STEPS: Talk about OOS, Redesign front end, Bring marco in on the discussion and comms?

Week 2

Goals

- 1280 PLAN
 - Goal 1: Establish a written vision and objective DONE
 - Goal 2: Assemble a picture of what this will look like DONE
 - Goal 3: Determine if a prep space is best way to go < yes for now, John is looking into quotes for water DONE
 - Goal 4: Conduct a cost/benefit analysis and revenue projections < talk to rick to see how much a sandwich would cost. LATER
 - Goal 5: Strike meeting with John and Rick to make this a reality DONE
 - Goal 6: Create a summer timeline LATER
- HCC
 - Expand on Objectives Set ou
 - Create asks for the chamber
 - Meet with Mary for advice, SSC, and Alumni to expand on objectives
- Ticketing App
 - Schedule in meeting to discuss the marketing plan for concerts and front end (marco, me, pauline, debbie)

- Schedule that 'ice cream social' - TUESDAY & test ticketing apps at various location on campus (1280, sport hall, JHE Field, faculty hollow
- Welcome Week
 - Review all other budgets
- HSR
 - Strike meeting with me, John, Debbie for context on HSR before Thursday

What I did

- 1280 Plan
 - Written vision completed
 - Work Order placed for prep space
- HCC
 - Established primary and secondary goals with ryan aswell as a plan of action
- AVP
 - Transitioned with Scott in terms of relevant areas of work
- HSR
 - Researched and briefed all previous HSR discussions
 - Ensured the same rate for a lost pass as last year
 - Ensured that there will be a 2-3 week transitional rate for students where they just have to show their bus pass
- May@Mac
 - Prepped for May@Mac
 - Sorted out issues with Shinerama on campus
- WWAC
 - Did not get to budget review
 - Ensured that clubs would be allowed to host WW events under the MSU umbrella
- Childcare Center
 - Meeting with Dhenny + Mac Childcare center about merging, we have one month to decide
- Internal Networks
 - Met with pauline to understand our internal IT struggles and met with WW works to determine if we are moving back with them or not
- SAB
 - Met with SVK and went over concerns regarding the comments
 - Ensured that Ath & Rec will commit to 50% off yoga + intramurals forever
 - He asked us to budge on the food

Week 3

Goals

- 1280 PLAN
 - Get measurements of 1280
 - Get Quotes
 - Establish Summer TL
 - Need wages costs for 1280 for nighttime programming
- SAB
 - Read Policies
 - Come up with a plan
- Chamber

-
- Schedule a meeting with them
- Schedule meeting with SSC & Community Engagement Office
- Network
 - Establish a go to market plan for ticketing app
- HTC
 - Submit NUANS
 - Finish Budget

What was done

- 1280 Plan
 - Work order submitted for someone to look at flooring + give unofficial quote
- HCC
 - Scheduled all meetings with relevant parties
 - Conducted meeting with Alumni association - they are excited and on board
 - Met with NCCP they are also on board
- RLAF
 - Met with kevin beatty, determined weak points of MOU, set a timeline for feedback (he is to send a draft of what he was working on within 2 weeks)
 - Plan: finalize fee distribution/consultation and meet to brainstorm execution of SLEF
- WWAC
 - Sat down with jeremy to determine the distribution of unallocated wW functions - we finalized numbers which will be presented to WWAC at the enxt meeting
- Childcare Center
 - Went down to the childcare center with BOD and talked to debbie
 - Plan: keep the childcare center but see if GSA will also contribute
 - Determine a long term strategy for retaining clients
- Other
 - Conducted media training
 - Sat down with Horizons to sort out budgeting issues, decided to allow them to go 1.5k over budget due to unseen circumstances
 - Had our first CFMU BOD meeting - wanted to follow up on statistics for website and media outreach
 - Determined a strategy for the UM marketing plan
 - Trained PTMs on event planning and finances

Week 4

- SAB
 - Read through a variety of past documents regarding hospitality services
 - Created edits to the MOU regarding this
 - 1280 can cater
 - Students can bring their own food for potlucks
 - Hospitality can only build a space if all parties agree
 - NEXT STEPS: rent/excess funding, define a grocery store
- HCC
 - Had final meeting with SSC and got a lot of good info
 - Ryan and I to meet next week to formalize our stance and plan
 - Meet the week after with the chamber with asks

- WWAC
 - Determined plans for the dining plan during WW
 - Will operate sat/sun, Monday - Friday all eateries open
 - Will determine if possible with hospitality next week
- Compass
 - Sat down with debbie for a 1-on-1 to discuss the future of compass
 - Compass to play large role in administration of the SAB
- Other
 - Trained horizons sponsorship exec on effective sponsorship techniques
 - Sat down with ombuds to determine our relationship this year (evaluating their relevancy)
 - FINALIZED contract with housing and conferences - reduced days for MSU to drop/add rooms and decreased prices by 14\$/head by noticing an error in the contract

Week 5

GOALS

1. Contact GSA & finalize childcare center decision
2. Complete reviews of all WW budgets (DONE)
3. Update all services budget trackers (DONE)
4. Finalize long term retention strategy (DONE)
 - a. McMaster Student Economic Engagement Strategy
5. Finalize market plan for tickets – Create a new draft of RLAF MOU
 - a. Still waiting on Kevin Beatty – need to find out more about counselors in residence
6. Help plan MSU retreat (DONE)
7. Create summer timeline of 1280
8. Create outline of year plan
9. Create package for Scott (DONE)

Week 6

GOALS

1. Contact GSA & finalize childcare center decision
2. Create summer timeline of 1280 (focus this week) >DONE
3. Complete 1280 Memo Requesting Capital Allocation >DONE
4. Complete Pretty Version of 1280 document plan >DONE
5. Finalize market plan for tickets Chat with Marco and Trish this week (brief)
6. Create a new draft of RLAF MOU

Week 7

Goals

1. Finalize Childcare Decision
2. Discuss WW concert location and hoco status (ongoing)
3. Create a new draft of RLAF (Not completed)
4. Complete business plan for new café (Wednesday)
5. Email taylor to discuss assessing food needs (Done)

6. Design Finance Workshop (Done)
7. Finish year plan (Not completed)

Week 8

Goals

1. Establish meetings for food recommendations + ready food policy
2. Create new draft of RLAF
3. Create accounting system for MacCycle (DONE)
4. Update the WW alcohol awareness signs + create a snapchat filter (DONE)
5. PUT SURVEY/JOB DESCRIP FOR BAES APPLICANT ONLINE (DONE = SUCCESS)

Week 9

1. Establish meetings for food recommendations + ready food policy
2. Create new draft of RLAF - DONE

Week 10

1. Establish meetings for food recommendations + ready food policy
2. Follow up with OPIRG (DONE)
3. Schedule meeting with the Chamber (DONE)
4. Meeting with wooder about branding
5. Follow up on AA awareness (DONE)
6. Follow up with Dave about discount card (DONE)
7. Formalize CC

Week 11

- Architect for SAB selected
- Confirmed first semester 1280 plan
- Made very good progress on RLAF with Kevin
- Made plan to add DMS as 'ex-officio' member to board of pub and schedule Sil and CFMU meetings bu weekly (talk to john about this)
- Met with the GSA to discuss the referendum + childcare and good food box
 - We will take their feedback for the building into consideration from their environmental scan
 - They can give \$ to childcare center, just need to see stats and demographics
- Worked through CMPE budget with Trish
- Decided to not move forward with the discount card this september and focused on building it into larger overall plan
- Met with Alumni to establish partnership for frost week speaker - they are'all in and a presenting partner'. No \$ value committed, need to discuss with SSC
- Took a trip to waterloo for consultation

Week 12

Goals

1. Determine action plan for 1280 hiring + moving forward steps (meetings scheduled w rick)
2. Hopefully wrap up AA awareness campaign (minutes done)
3. Make change to OP and submit to EB for sil BOP (wait for john to get back next week)

4. Complete RLAF with Kevin
5. Alert SRA about discount card (done)
6. Schedule meeting with SSC (wait until chucky gets back)
7. Determine logistics of SSC MacPass distribution
 - a. Need to get # of reps
 - b. Training = on August 19th right at the end
 - c. Confirm honourarium
8. Confirm and Finish Transit Week (I emailed musc)
9. Email All the Vp Finances (Done)

Need to do

- #2 Online ordering company brought in for setup - talk to rick about how this could work with new hires
 - #5 Formalize MSEES document with relevant stakeholders
 - do this weekend
 - #5 Negotiate formal agreement with the Hamilton Chamber of Commerce to provide student seats at paid events
 - Do this weekend
- #7 Discuss how best to best approach event finance & budget training with AVP Finance and Campus Events Programming Coordinator

August 13th

1. Alert SRA of 1280 plan and upcoming motion to continue to defer expenditures between 10-30k to EB for simplicity and continuation (Done)
2. Send AA awareness final edits to underground and request the printing of lawn signs for AA and the large banner (Done)
3. Respond the chamber email (Done)
4. Confirm final pod for macpass distribution (will receive 15\$ giftcard/shift)
 - a. Waiting on marina
5. Resolve issue with SOCS
 - a. resolved
6. Create overall schedule for WW
 - a. Next week
7. Talk to CMPE regarding 1280 programming advertising plan
 - a. Done, launching on sunday
8. Email kevin about RLAF (Done)
 - a. Will call his office next week
9. Followup on frost week meeting with SSC perhaps after welcome week
 - a. After WW
10. Email back GSA + confirm tables on the Tuesday-Thursday (DONE)
11. Create timeline for online ordering
 - a. Can bring this up at 1280 meeting next week (DONE)

After WW

1. Discuss Year Plan with Scott
 - a. Discuss conference fund & action conference
2. Follow up on frost week meeting with SSC perhaps after welcome week
 - a. Chucky met with them on the Thursday

3. Determine ideal consultation schedule and push to the SAB committee
 - a. Meeting on Friday with scott and chukky to sort this DONE
4. Set up meetings for Non-MSU Groups - finance committee will do this
 - a. Create OPIRG Agenda DONE
5. Email out sponsorships for Hoco+LUTN
 - a. Talk to Jenna about getting clubs involved at a table DONE
 - b. Reach out to faculty societies aswell
 - c. Email Ath & Rec + Campus Store to remind them then have a spot & Layout
6. Consolidate all WW expenses - DONE
7. CREATE 1280 EB MEMO TO EXPENSE OTHER THINGS DONE
 - a. Also write memo re: october wage increase

Sept 11

1. Homecoming
 - a. Email glen and donna re: hoco spot
 - b. Finish sponsorship for faculty societies
 - c. Start planning the SAB booth
2. Welcome week
 - a. Start collecting budgets from faculty societies
 - b. Ensure charitees is paid off
 - c. Sort out meal cards
3. EB
 - a. Write memo re: wages

September 18th

1. SAB
 - a. Perhaps send a survey out to clubs to get their feedback on things they want in an event space or multipurpose space

Sept 25th

- John McGowan "Lets build a house boat and float it on cootes. A little bit of parking, a little bit of residence, a whole lot of fun" Sept. 28, 2017 - SSAC
- **SLEF:** Tuba & Chukky to propose the modified format before next wednesday
- **WW:** Tuba connect with Marina, Gina, Andreana to sort out a system where students don't use their own credit for welcome week

October 3rd

- Lieu Hours: 2 + 3

October 16th

- WW Funding Out - DONE OCT 23 REQUESTED
- Transparency Fair - DONE
 - Get updated numbers and stickers
 - Go through see which ones need a big change and reprint by Tuesday
- Bylaw 5 - DONE need to confirm everything on my end
 - Solar Car and EWB no response
- SAB
 - Think about the target locations (prayer space, collective center...etc)

- Promote and plan the upcoming transparency fair
- Clubs budgets
 - Ath and Rec Clubs: dragon boat (1000), ringette (800), ski and snowboard (200), table tennis (200)
- Diversity Services
 - Create and send an invoice to SWELL and SSC based on % markup from the AOP
 - Have one more meeting with Lilian to put this together
 - To go into event revenue or MISC
- EFRT
 - Pay structure lol
- Community Carshare
 - Need to get numbers from taxi rides or rental cars from the organization

October 23rd

- **Diversity Services & EFRT (DO THIS NEXT DAMN WEEK)**
 - **Invoices and Pay Structure Above**
- Services & Sponsorship
 - Community Car share
 - Trojan
 - Meridian
- SAB
 - Contact Maroons, Ad-Hoc, Clubs, to schedule them
- Clubs
 - Clean up issue tree
- Bylaw 5
 - Need to make a motion for standard time for presentation & question (15min and 10 question)
 - Committee of the Whole; I should rise & report - be prepared to take notes
 - Need presenters name for each delegation
- Open House
 - Design a training for Finance Committee -DONE
 - Points to address
 - Purpose for why we have things
 - Change to CAF agreement
 - History of larger things
 - Schedule the maroons
 - Reach out to clubs
 - Reach out to specific clubs
- WWAC
 - Create the proposal for rep ceiling based on Marina's report
- Employer Engagement Strategy
 - ACTION ITEM: Clubs & Student Groups (what current opportunities are there for employers to engage)
 - KPI: # of clubs/student groups that engaged with outside employers
 - Which employers were these (can I categorize these, fortune 100,500. Local/global)
 - CONFERENCE FUND

- **I can send over some of the stuff we have done already and just some of the metrics**

- Clubs
 - Jenna Maddison & I to meet and categorize clubs
- Minimum Wage
 - Send different options to Maggie to calculate (Tuba)
 - Ranges, percentage, dollar
 - Sendout notes (DONE)

October 30th Week

- Services
 - Review Sept. budget to see which services are overbudget
 - Clarify underground promo stuff
- **Diversity Services & EFRT (DO THIS NEXT DAMN WEEK) - EMAILED**
 - **Invoices and Pay Structure Above**
- Services & Sponsorship
 - Community Car share
 - Trojan
 - Meridian
- WWAC
 - Create the proposal for rep ceiling based on Marina's report
- Employer Engagement Strategy
 - ACTION ITEM: Clubs & Student Groups (what current opportunities are there for employers to engage)
 - KPI: # of clubs/student groups that engaged with outside employers
 - Which employers were these (can I categorize these, fortune 100,500. Local/global)
 - CONFERENCE FUND

- **I can send over some of the stuff we have done already and just some of the metrics**

- Clubs
 - Jenna Maddison & I to meet and categorize clubs
 - Complete formulas on the excel doc
- Minimum Wage
 - Send different options to Maggie to calculate (Tuba)
 - Ranges, percentage, dollar

Nov 13th Week

- PRIORITY
 - Diversity Services & EFRT
 - PAY THEM FIRST, INVOICE AFTER (DONE)
 - Update: I have the numbers, asked sean to create the invoice, checking with victoria if I need to approve retroactive pay by EB (THEY ARE PAID AND EMAILED)
- **PRIORITY: RLAF**
 - **FYC SHIT**

- Update: meeting with FYC tomorrow and SPARK to understand where they are at exactly **DONE**
 - RLAF
 - Schedule the meeting with Kevin - but also create a draft of the agreement & how we would like money transferred to speed shit up (potentially add to SSAC) - **DONE**
- Services
 - Create a template for EB budget reporting **NOT DONE**
 - Is it better to buy walkies for CMPE, WW, Horizons, CLAY instead of renting given the amount of times we use them **NOT DONE - TASK TO SCOTT**
 - Carshare: how many use it, is it worthwhile for PTMs to have carshare **preethi has sent out a message to PTMs also need to talk to ryan I SENT EMAIL TO PTMS**
 - **Bulk order sexual health items (follow up with vlad re: trojan or lifestyles sponsorship)**
 - **Schedule Check-ins with PTMS when January begins re: budgets WILL ASK SCOTT**
 - **MacCycle**
 - **Start treating it as a business unit, where can it be DONE**
- 1280
 - Schedule meeting with wooder to talk about twelveighty promo plan
 - Focus on Hiring for the Café + Promotions plan
- General
 - Reimbursements + OUSA receipts (done ousa)
 - Fill out cheque requisite for kin society for rep suits - **DONE**
 - **Cut cheque to Hajer**
- Conferences
 - HIVEx
 - Hannah Philip **DONE**
 - Action conference
 - Got 4 free tickets and a bunch of discount codes from advertising (sent 4 +3 students including myself)
 - Was very student dominated which made outreach difficult - lots of sponsored and free tickets floating around
 - Same with HIVEx
 - Ambitious City Lunch
 - BoD who is interested - ryan + avps and chukky + wooder maybe?
 - Ryan, Preethi, Stephanie, Scott, Kristina, Chukky? Committee members? **Ryan will get back to me friday**
 - Same couple go to the reception after
 - **Am waiting on the BoD to get back to me**
 - Is this the ambitious city conference?
- WWAC
 - . # of Rep Ratio per Faculty – Tuba to recommend faculty specific ratios
 2. Cost/Rep – cost allocation consideration – Tuba and Rachel to provide this estimate
 7. New Mac Pass Distribution Process – Volunteer Participation – Need to re-evaluate – Rachel and Tuba – what was the savings realized
- Employer Engagement Strategy
 - Deadline for the engagement strategy (love it for to be done by mid-january)
 - **Come up with a list 10 ideal students clubs and ath & rec** - meeting during January 9th (one week NOVEMBER 30TH)
 - **Reach out to Glen to ask for a few students doing alot**

- Come up with a list of other 10-20 students who are not as engaged (rising starts perhaps?)
- JANUARY 22 - the list of clubs & engagement opportunities in student groups
 - Will need to speak to faculty societies aswell (this may be cut and pasted and put right into website)
 - FOCUS ON: Non-faculty related clubs

Week of Dec 4th

- Board Stuff
 - Board Presto Card + Carshare Card etc.
 - Car Share
 - EFRT: Once every 2 months
 - Maroons: 6x Summer, 6x Semester
 - Farmstand bi-weekly
 - FYC: General
 - SHEC: General
 - Shinerama: Summer intensive
 - Succession Policy to John
- Employer Engagement Strategy
 - **Connect back with Alumni to see if we want to put a recruitment table at Alumni Launch**
 - Will basically need a location and food and supplies to do this
 - **2 Afternoons (book 2 hour), week of Jan 15 (DONE - request sent to MUSC)**
- Service
 - Have a finalized budget for MacCycle and strict reporting template
 - Create that finance reporting template
 - Is it better to buy walkies for CMPE, WW, Horizons, CLAY instead of renting given the amount of times we use them
 - Carshare: how many use it, is it worthwhile for PTMs to have carshare
- Clubs
 - Map out road map for progress by end of term and schedule accordingly
 - Cut cheque for Hajer
- 1280
 - Positions are posted lets promo the HELL out of them!
 - Record all extra purchases and get approval for them (they can all go under capital)
- WWAC
 - ACTION ITEMS
 - Follow up with Rachel regarding the overall cost of food for reps
 - Figure out numbers for internal groups (Maroons, Shinerama, Clubs) DONE
 - Meet Andrijana to create consolidated cost summary (**DONE**)
 - Meet Andrijana to discuss financial accessibility strategy DONE
 - Reach out to ArtSci, Science, MHS? To get an idea of financial burden DONE
- Employer Engagement Strategy
 - Deadline for the engagement strategy (love it for to be done by mid-january)
 - **Come up with a list 10 ideal students clubs and ath & rec - meeting during January 9th (one week NOVEMBER 30TH)**
 - **Reach out to Glen to ask for a few students doing a lot**
 - **Allie - yes**
 - **Taha - yes**

- Come up with a list of other 10-20 students who are not as engaged (rising starts perhaps?)
- JANUARY 22 - the list of clubs & engagement opportunities in student groups
 - Will need to speak to faculty societies aswell (this may be cut and pasted and put right into website)
 - FOCUS ON: Non-faculty related clubs
- University Budget Submission
 - Career Offices funding
 - Read the policy and consult if necessary
- Hamilton Chamber of Commerce
 - What does this agreement look like (tbh might be better to partner through them with YEP)

NEW YEAR - 2018

Priorities

1. Budget - Complete the Final Budget for Approval (allie loop in)
 - a.

March 9th, NOON	Submission of draft to EB
March 16th, 10am	Presentation to EB
March 29th, NOON	CALL CORPORATE MEETING & Submit final draft to the SRA
April 15th, 2018	Present Budget

- b. Fees submitted by Oct. 31
2. TwelvEighty
 - a. Day-time Sales
 - b. Café Operations
3. Clubs Dept (admin)
 - a. Administration
 - b. Finances
4. F&B Long Term Strategy (Allie)
5. Website (Allie)
6. Hamilton Chamber of Commerce Agreement
7. FYC RLAF (Allie)

AVP Finance Priorities

1. Budget Submission (PTMs)
2. F&B Long Term Strategy
 - a. Minimum Wage Recommendations for BUs
3. Clubs Training Dept
 - a. Sponsorship Package
 - b. Budget/Event Planning Package
4. Financial Transparency
5. Hamilton Chamber of Commerce Agreement
 - a. Conference Fun Establishment/SponDon Committee

January 8th Week

1. Budget
 - a. Met with Scott to determine timeline for minimum wage recommendations in addition to meetings with PTMS
2. TwelvEighty
 - a. Daytime
 - i. Biweekly meetings rescheduled and repurposed to:
 - b. Café Operations
 - i. Need to send out invites for dry run and finalize
 - ii. Received some logo updates from dave, not satisfied yet - need further edits and some mockups
5. Website
 - a. Discussed the website with Pauline. My takeaways are that the two things that usually have to be done are:
 - i. Adding new features & removing old features < how can we make always adding new features more manageable
 - ii. Design is constantly changing and we will most likely need to redo this every few years. What is the most feasible way to do this
 - iii. Unified E-commerce function is needed for different business units (1280, underground, CMPE, Compass)
 1. These business units exhibit a need for unique functions ie. Online ordering and e-commerce - how can we balance this (CMPE & Compass Similar)
 - b. Had long conversation with the board. There are three needs:
 - i. External facing (Website)
 1. Business Units
 2. Services
 3. Communication
 - ii. Internal Facing (Better use of the drive)
 1. Document Management
 2. Archives
 - iii. Clubs (Separate System)
 1. Both internal management
 2. External communication and clubs facing
 - c. We believe the website needs to be redone with these three focuses in mind. In regards to someone overseeing it, we see that as a job within the communications department for the external facing portion (ie. Updating pricing, imaging, information, etc)
6. FYC RLAF
 - a. Kevin came into the board meeting to provide more context on the SSCMO residence position. Need to submit the JD for approval and vetting to see how much it would actually cost. Can meet in between there to firm up the MoU

January 22nd Week

2. TwelveEighty
 - a. Daytime operations
 - b. Café operations
 - i. Dry runs scheduled for this week Monday, Tues, Thurs, Fri

- ii. Feedback forms created, management issues solved, orders in next week\
- 3. Clubs System
 - a. Admin
 - i. Implemented a small change where one of the assistants now monitors the clubs email to answer basic questions so Jenna can free up much of her time
 - b. Finances
 - i. Email AMS for a phonecall to discuss their clubs finance system looking to know these main factors **meeting set for tuesday**
 - 1. Cost of campusvibe
 - 2. Structure & integration with accounting
 - 3. Online process or process for club claim forms
- 5. Website
 - a. **Want to strike an initial meeting of the IT systems committee to start working on this in depth**
 - b. Gigit coming to EB on the Friday
 - c. **Should reach out to parallel to get a understanding of the current website challenges etc.**
- 6. FB Long Term Strategy
 - a. Have a 1 on 1 scheduled with connor to understand nuances of the UM role
 - b. **Make a plan of what tangible I want to achieve from this**
- 7. RLAF
 - a. Sent a confirmation to kevin to move forward after discussing the matter with the SRA
- 8. Other
 - a. Emailed IBD to get confirmation on 1/2 of course completion to submit to BOD for approval
 - b. Do the reimbursement for the hotel because that was 1000\$
 - c. Follow up on message to TEDx for 500\$

January 29th Week

- 1. TwelveEighty
 - a. Daytime operations
 - b. Café operations
 - i. Soft Launch officially starting
 - ii. Will pull together marketing team this week and steering committee (just do back to back meetings)
- 2. Clubs System
 - a. Admin
 - i. Changes have sort of been happening but looking to fully implement next year
 - b. Finances
 - i. **Need to start determining how the funding will be measured next year** - Meeting with Jenna set for thursday
 - ii. UBC call:
 - 1. E-Sports Club, how does that work
 - 2. Cost of campusvibe
 - a. 20 thousand/year
 - 3. Structure & integration with accounting
 - a. Clear distinction between admin and finance
 - b. AMS is like the central bank

- c. Each club has an account with UBC and every process goes through internally
 - d. Showpass, can see overall which clubs are doing x
 - e. Can also use square to accept credit cards
 - 4. Online process or process for club claim forms
 - a. Direct deposit/e-transfer
- 5. Website
 - a. The IT systems committee has now begun meeting bi-weekly
- 8. Other
 - a. **Look into Bylaw 5 Changes**
 - b. **Send the fees email to the university**
 - c. **Reach out for LUTN Sponsorship 6-11 (35k) - BMO in for 5k**
 - i. **Sidewalk sale vendors**
 - ii. **GSA/The Phoenix**
 - iii. **Athletics: Go to Mark**
 - iv. **Athletics & Campus Store**
 - v. **Need circus-y clubs**
 - vi. **Board game clubs**

Feb 4th Week

- Pres Page: Paint the story from the original pitch BY MONDAY
 - Affordable food
 - Lounge space
 - Study Space
 - 'Business Pitch'
 - Love to hear your feedback on where we're going
 - Aim for 500 words
- WWAC
 - Talk to Michele to get a budget and outline for training (emails sent)
 - Talk to Rachel to get a breakdown of what SWAG we're ordering (emails sent)
 - Talk to the planners to understand their rep fees (email sent)

To Do Tonight

- Rep Numbers review
- Send out emails for LUTN
- UM management Report
- Send reminder to dept managers

Feb 26th meeting

- Set up meeting between Jenna & Allie to determine what rigid policies can be set in place for accounting transition (DONE)
- Sent out emails to all ath & rec clubs
- Take signing authority to a bod meeting or to EB??
- Figure out if more than one card is needed??
- LUTN sponsorship list

- Faculties
 - Science - waiting
 - Kinesiology
 - Nursing
 - Engineering - confirmed minimum 2k
 - Social Sciences - confirmed 500
 - Humanities - confirmed 1500
 - DCS SENT
 - Health Sciences
- Create a chat with all the vp finances (sent an email but no responses)
- Finish emailing above LUTN sponsors (follow up tomorrow) DONE
- Create a focus group with recreation clubs (emailed jenna for contact list)
- Did we get sponsorship money from Alumni? (last year they gave 27k)
- FACULTY LEVY MONEY - I deducted the suit payments...but I don't see the difference? Says we gave out more than came in
- WWAC
 - How much does MOOSE cost to the levy?....upwards of 20k apparently

LUTN Sponsorship Table

Sponsor	Amount	Perks
Student Affairs	5000	Logo big
Presidents Office	2000	Logo
Ath & Rec	2500	Logo + Tent
Campus Store	4250	Logo + Tent
MES	4500	Game + Tent + Small Chill Zone + Cotton Candy & Popcorn (yea this is fine 200 units popcorn/cotton candy to start but can come to)
MHS	1500	Tent
MSSS	500	Logo
Skip the Dishes	4000	Tent activation
BMO	5000	Tent Activation
Total	24 250	
Board Game Society = yes		
Juggling = ?		
Magic Club = ?		

- BoD Updates

- Faculty society ratification???
- Clubs Summer Funding??
- Loan Program?? Application for the loan program is there
- Sub-break down of all the clubs > for targeted workshops
- Summer Training

THINGS TO DO

1. A&R - look at all grants available for students and create a consolidated report
2. WWAC - create proposal for WWAC regarding money
 - a. Detail this and prioritize longevity and sustainability
 - b. This is actually fine, can knock out 4k for pancakes
 - c. Hopefully make an edit and meet with Gina before hand
 - d. Scott will have to carry this on
3. RLAF - draft up different copies of the MoU
 - a. Did one, kevin wants to change some stuff.
4. BYLAW - Bylaw 5 and 3 changes before April 12 DONE

CLOSE FILE ON

1. RLAF - make edits and sign
2. CAMPUS STORE HOCO - sign & send back
3. WWAC Proposal
 - a. Scale down and submit for next WWAC with scott
4. A&R - consolidated report to change USIF (Monday)

HSR

- \$6000 for UTS is taken off the top of the 2.25%, remainder is split
- HSR cheque has been put through < meaning we should be getting our HSR fee from the university
- Forward HSR communication to Diana + Ashley (GSA)

People (HSR)

- Nancy Purser
 - Hard to negotiate with, very firm on what she wants which is usually best for the HSR administration (not students)
- Colin
 - Easier to work with but Nancy is his boss
- Nancy Grey
 - Shes fun but will run you over with jokes if your not firm on what you want
- Diana Cramer
 - Really nice and cares about students



TRANSITION REPORT 2017/18

VICE-PRESIDENT (ADMINISTRATION)
PREETHI ANBALAGAN

PREPARED FOR
KRISTINA EPIFANO 2018/19

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WELCOME

Dearest Kristina,

Congratulations on your new role - you are going to be so incredible and I'm ecstatic to see all that you do. Each year is uniquely different, so take this parting advice with a grain of salt - you may or may not come across what I did but if you do - I hope these few words help.

Labor that can't be compensated

This role has turned into providing an immense amount of emotional labor to students or staff and while it's important because it builds rapport; it can also be a stressful time for you to navigate your own personal stresses while navigating someone else's. What's going on with you is important to unpack because if there's something you're not taking care of in your personal life first, it could permeate into the workplace unknowingly.

VP Short Straw

All your important staff-related decisions are made by EB under your recommendations. When a decision is made, you get the unfortunate and unlucky opportunity to be the bearer of bad news (congratulations, you're now affectionately titled VP Short Straw). Just remember, that it takes (5) people to make a binding decision on EB, yet to others, you made the call. Be strong, be clear and stand by your EB when delivering any news. If it was the wrong decision, that's okay too. Welcome dissent, reflect and discuss it again with EB.

Clubs = Service Providers

Student life enhancement *goes beyond services*. Our clubs department does amazing work, and often times more work. Some things to think about are the turnout we have at our service events compared to clubs such as MacAfricans who consistently have a turnout of 300+ students, yet don't even have an office to operate out of. Food for thought - we are more than we think we are.

Managing managers

It's different ball game. Managers have their own teams, own appreciation events, consistently doing the most for their execs. It's harder to pull together a team of managers because there's no one thing that binds them all together, so help them find a common interest that'll help them invest in themselves more as PTMs.

That was it - but last thing is that I don't think people realize that without you, a lot of things can't operate. Thank you for all that you have done, and will end up doing in this role. Best of luck and be kind to yourself in this job. You are so important and have so much to give. I can't wait to see what you accomplish.

Love,

Pruekhi A.

CONTACTS

BOARD OF DIRECTORS

President: Your relationship with the President is outlined in the Bylaws and in practice; however it's unique from year to year.

- **Right Hand:** If the President is absent or unavailable, you're expected to chair their meetings and assume their role when they are no longer able to themselves. So be ready for #Kristina2018 when needed. Be sure to keep their values in the decision-making if they are absent for only a period of time.
- **Line of Defense:** There should never be a situation where Ikram gets caught off guard and is taking heat alone in an SRA meeting. Within the first few SRA meetings, figure out what type of support each of you need - Wooder can assist with this by setting a preparatory meeting.

Vice-President Finance: Your relationship with the VP Finance is the most important one. You both are responsible for running the MSU - I'm not kidding. By the nature of your 9-5 or 9-7 roles, you will spend a lot of your day hours with them and it's important to have a good, healthy relationship with them.

- **Establish a Good Relationship:** Tuba and I had an interesting relationship to say the least, but made a good team any way because we were strong in what each other lacked. For example, I was more of a "cut to the chase," conservative board member. He was more of a flowery negotiator that had excellent people skills. Get together with Scott and write out your strengths and weaknesses, so that each of you knows when you need the other and can strategically play out meetings.

Vice-President Education: Your relationship with the VP Education is minimal although Ryan was a PTM previously so I interacted with him more often than Tuba for advice.

- **OUSA:** Pending on whether Steph becomes OUSA President, she may or may not prioritize weighing in on internal matters, so ensure you keep them in the loop when important EB decisions need to be made and you need her presence to pass the motion.
- **History of Bad Managers:** Unfortunately, there's been a history of VP Ed's not being the greatest of managers (excluding Ryan). You have the opportunity to lean on Stephanie when staff members are being difficult because she will understand with having the second largest part-time staff team.
- **Lobby Meetings:** Go to them when you can. Be present as you are the advocate for what students say on the ground as VP Student Life. Have Stephanie explain to you what they may be interested in so that you can prepare speaking notes on mental health services or our substance use campaigns.

UNIVERSITY PARTNERS

Associate Dean of Students - Establish a relationship with Sean throughout the year. Attend Ikram's monthly meetings with him to speak on student issues and needs when needed. Update him on the changing needs, or what emerging needs may exist based on service reports to EB. He is willing to help you in any way, and when you run into issues with departments (i.e. Res Life and their violation of our WWMOU), Sean is the person to go to because he oversees them.

Office of Student Case Management:

Allison Drew Hassling (Director) helps with complex HR issues as well as mental health issues. I often couldn't trust University Partners to give me advice because it would be to "fire them," or "call 911." Allison understands the balance between peer support and university institutional support - so, go to her.

University Advancement - Mary Williams (Vice President) was last year's Board favorite and although she is incredibly important to the University, her priority isn't students. She will ask for support during events and introduce you to meaningful partners and politicians. Brilliant being but will always need to put the University first.

Alumni Advancement - Karen McQuigge (Director) is the most efficient woman I know, she is involved in SLEF projects as she is interested in pushing forward

student projects, such as Community Kitchen or the Ice Skate Rink although don't mention this one, it was the bane of her existence.

Director of Student Wellness Centre:

Rosanne Kent puts her all into decreasing wait times and is the first to advocate for more resources. Despite being seen as "the University administration that is not doing enough," she pushes through. She reads the Silhouette and is paying attention to what students say because she cares and I had a strong relationship with her because I related to her in some sense. She will ask you at times to sit on the hiring board for a student perspective, and you work with her on one of the SSC consultation committees for mental health.

Student Wellness Educators: William and Taryn will support you during Welcome Week for the themes, but don't be shy to ask them for more assistance in training development or debriefing cases with part-time managers. If you read their job descriptions, they are the "Full-time TRRA/Peer Support Manager," we keep crying about.

Meaghan Ross: She is exceptionally helpful in giving advice and with Welcome Week. Although she is busy and will not take a step without SACHA, so all needs to be done in coordination. This delays a lot of the projects because of each partner's availability but try to accommodate.

FULL-TIME STAFF

Administrative Services Coordinator

Establish a relationship with Victoria that is honest and open. Being on the same page as the two full-time staff that your PTM's will utilize is integral. You are in communication with 20+ staff members and you can forget to fill her in at times, but not filling her in leads to you two being on separate wave lengths, which could come out during EB meetings or in front of staff. Be more proactive than I was!

Marketing & Communications Director:

Wooder is exceptionally helpful with providing perspective on SRA matters or potential public relation matters. I always went to him when the Silhouette requested an interview because he was helpful in prepping you as well as giving you insight on directions you may take.

Maggie Gallagher – She will circulate monthly EXEC Budget statements and check them regularly to see where you are in your personal statements as well as the management-training budget. After summer training sessions, the line became used for other things, since I saved a lot by not going to the camp for MSU Orientation.

Pauline Taggart – Anything the goes wrong with your computer or systems, she is the genius behind fixing it. Although try turning it off and turning it on again before you ask her, because it's the first thing she will as if you did. A few other things, she is

so passionate about students it's so admirable. I do regret not getting her opinion on things prior and would recommend you try at times.

Maddison James: Your hiring guru and Student Recognition Night savior. I outlined the hiring process for you and showed you how to set it up but you and Maddison will need to set up time to go over who is responsible for what. That goes the same for Student Recognition Night. Feel free to go to Maddison for any PTM advice as well, she is an excellent manager herself and can see things in numerous perspectives that you may not have considered yourself.

Emma Ferguson: She is the lifeline of this organization. She has an excellent memory for meetings that she takes minutes in and therefore can answer quick questions regarding what someone's comment was. She is specifically helpful in making flight or hotel bookings, coordinating everyone's schedule for a meeting or providing a perspective in WWAC or Board meetings.

John McGowan: You know that "wise old man" archetype and literary figure – he is that. John has a difficult job yet has the most calmest attitude that I often went to his office just to feel calm too. You can marvel at his people skills, ability to navigate HR matters you are dealing with or general advice you are seeking in your personal or professional life.

UNIVERSITY COMMITTEES

There are a number of committees you are involved with – go to them because very rarely are we asked for student input in major decisions. You and the board members will regularly be consulted on in these meetings, so be present.

AdminCon: The Student-Administration Consultation Committee occurs every two months with the MSU Board of Directors, MAPS, GSA and University Administrators (President, Provost, VPs and AVPs when available).

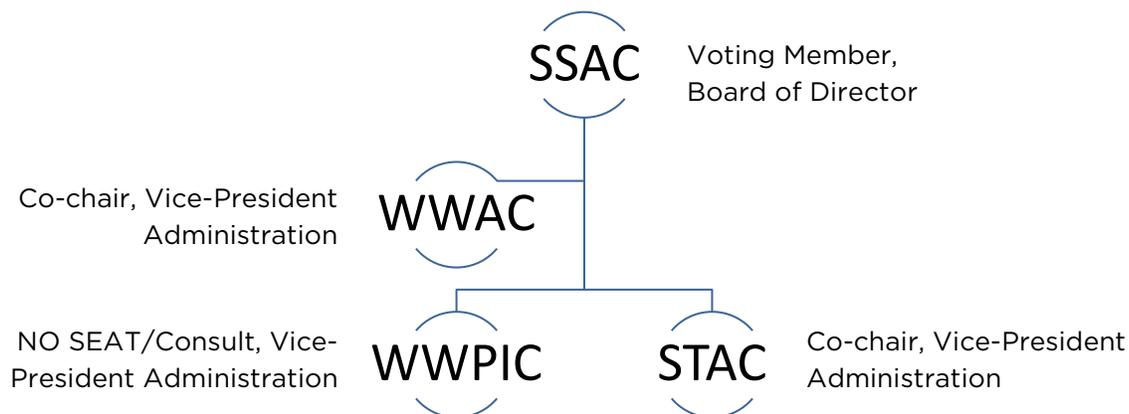
Student Services Advisory Committee (SSAC): This committee oversees the CAF Agreement, SLEF Fund, USIF Fund and WW MOU. This committee is also the head of WWAC and can assist in final decision-making or direction that WWAC is unset on.

Student Relations Committee: This is run by Alumni Association and chaired by Scott Mallon to oversee Homecoming, LUTN. I recommend that you attend these with Scott and introduce the VP Admin as a member of the committee. You are VP Student Life and over the years it has devolved into HR and paperwork. You are Student Life, so be involved in the mass programming and their directions.

WELCOME WEEK

ORGANIZATIONAL CHART

One of the largest mammoth projects that you will endeavor to pull off with a multi-stakeholder approach and shared vision. There were some governance changes that I pulled off for the benefit and efficiency of all – so review your role on each.



COMMITTEE BREAKDOWN

WWAC is Welcome Week Advisory Committee that is co-chaired by yourself and Gina Robinson as a Student Affairs & MSU Partnership.

Members	Purpose	History	Operations
VP Finance CMPE Director SSC, Michele ResLife, Simon OCRC, Jennifer	Oversee WW; Set strategic priorities, mandate and vision; Make large-scale changes; Act as a consulting body; Manage the levy	This year: Clubs Integration; Strategic theme responsibilities; 'Community Engagement' theme development; Governance overhaul; Rep care funding	Meet regularly to discuss mandate, vision, policy, and receive updates from WWPIC

Recommendations:

1. Moving the needle will be difficult with this team. Get your MSU members (CMPE Director, VP Finance) involved with any changes you are making so you have a united front when you propose it to the committee. Always find a way to integrate other partners into your program or project proposal, so it is collaborative in nature and committee is more likely to approve it.
2. Table politics exist and often your great ideas can be ignored because of it. I was a straight shooter and called out those who didn't read memos or documents that would have given them more perspective, or I regularly brought up the table politics matter to Sean because my time was ineffectively used reasoning with partners who were blinded by politics.
3. Be unafraid to say no, there will be wild ideas thrown around all the time and you want to make sure student money is spent appropriately. In contrast, these committees are also consensus-based so make sure you are not making too many ways by disagreeing constantly. Strong and effective communication is key, so pick your battles.
4. Have an honest conversation with Sean if you are dealing with significant drama or double-speak at the table. Time is better spent prioritizing students and not department interests.

WWPIC is Welcome Week Planning & Implementation Committee that is chaired by Michele Corbeil that you no longer sit on.

Members	Purpose	History	Operations
MSU AVP IG MSU WWFC MSU CMPE PC SSC, Michele ResLife, Sean	Oversee WW scheduling, event-planning and communications strategy; Report to WWAC; Operate under WWAC	This year; Integrating club events; Added AVP and CMPE Programming	Meet weekly, updates heard from every department, busiest in the summer, evaluations and focus

ResLife, ROP OCRC, Jennifer	direction and guidance;	Coordinator; Created efficiencies	groups in September, create events and communications
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Recommendations:

1. Whoever your replacement is, ensure they are advocating for the scheduling of MSU events so they are not placed 9AM during a weekday when students are sleeping. They must be engaged and attentive in the conversation to do so.
2. Be an advocate for students in these meetings, so when you don't feel a department is doing something that benefits first-year students - be unafraid to speak up and raise your concerns.
3. If you end up wanting to attend these meetings, it has been reduced to one-hour and please maintain this if you can otherwise we'll go back to 3-hour unproductive meetings. Bring your laptop and you can multitask.

STAC is the Strategic Themes Advisory Committee that is meant to oversee the development and creation of events and messaging related to our themes. This is a new committee, co-chaired by you, to engage campus partners and student leaders more meaningfully by taking a holistic approach to the integration of the themes - going beyond events and looking at operational or infrastructural changes as well.

Members	Purpose	Operations
3 Campus Partners: Meaghan Ross Two (2) Wellness Educators	Oversee WW Strategic Themes; STAC responsibilities include idea generation for themes, review of past messaging, approval of 2018/19 messaging, approval of 2018/19 theme events	3 campus partners per theme, 3 student managers per theme, 3 student planners for consult, and external partners as needed. Meet regularly in the summer to discuss (1) past programming, (2) potential programming, (3) development of goals and timeline and (4) allocation of responsibilities.
3 Student Leaders: WGEN SHEC SCSN	Student Leader responsibilities to assist VP Administration in event development, administrative work, working alongside campus partners in messaging development (i.e. Ways To Wellness)	Chair responsibilities = VP Admin & Michele Administrative responsibilities = VP Admin Programming & Messaging responsibilities = STAC
3 Student Planners: MSU WWFC ResLife, ROP ResLife, Off-campus Planner	Student Planner responsibilities to develop communication strategy for coordinating first-year attendance	

STRATEGIC THEMES

Strategic Themes have only existed for four (4) years and are still in development. We have tried things, we have failed in things, and we have succeeded in things and are still in the

process of finding a sustainable approach that works. This segment includes four (4) parts: History, Strategic Themes 2017, Challenges and Recommendations.

HISTORY

SSC has overseen the themes until Board of Directors 2016 who met with Sean to shift stewardship of the themes to the MSU. In my personal opinion, this should not have been a decision at Sean's level; it further created a rift in relations between campus partners and table politics pursued. The proposed structure for working groups committed to each theme did not work, personnel to assist in the development and coordination of the themes were not existent, it overloaded my work throughout the summer while focusing on three training weekends, Welcome Week at the WWAC and WWPIC levels, Clubs Integration, as well as overseeing my part-time staff and general operations of the organization. Hopefully, this structure helps.

STRATEGIC THEMES 2017

AA = Alcohol Awareness, SVPR = Sexual Violence Prevention Response, MH = Mental Health

In 2017, the themes were provided three working groups consisting of myself as chair on each, campus partners, professors, student leaders, etc. Over the summer, the only working group that effectively camp together was AA excluding a few members. Other working groups operated with two or three others committed to the work.

EVENT SUMMARIES

Read my Vice-President (Admin) report on September 27, 2017 for more details, as well as the student success center website for Welcome Week.

<i>Strategic Theme</i>	<i>Event Summary</i>
AA + Substance Use	<ul style="list-style-type: none"> - Lawn sign messaging reviewed and approved from previous year by current committee, 130 lawn signs ordered - EFRT Recovery Position video broadcasted during opening ceremonies and within the concert venue - EFRT Recovery Position banner hung on concert venues - Snapchat filters during concert nights on "Space & Pace," and other drink safe messaging - How To Help A Friend In Need messaging to address substance use
MH + Mental Illness	<ul style="list-style-type: none"> - "Ways to Wellness," branded and overhauled the Feed Your Hippo campaign - Lawn sign messaging developed and approved by current committee, 130 lawn signs ordered and signed by various reps on their "way to wellness"

SVPR + Health Positive Relationships

- Other materials: magnets, buttons, banner, and shirts
- “One Love,” was a pep talk from Hamilton Youth Poets and Kim Katrin Milan on healthy relationships, consent, mental illness and community
- “Wellness Fair,” advertised all five peer support services, general tabling and handouts of material. Additionally, there was a Polaroid session for individuals to take pictures beside the banner and share their way to wellness in order to receive shirt.
- “What’s Love Got To Do With It,” replaced Cookies & Consent to flesh out more students who don’t understand consent. It was panel sessions with campus partners and club presidents who discussed love in different contexts (i.e. technology, tinder, first year, etc.).
- “Pleasure Principles,” was a Sex 101 and Consent bingo night that was facilitated by Farrah Khan and Lorraine (her colleague). Touched on healthy and positive relationships heavily with sexual toys as prizes.
- “Sound & Color,” was parallel programming following Pleasure Principles that offered local music and chill atmosphere in Twelve Eighty patio
- “Sexual Assault Roadshow,” a portable art gallery that features art made by survivors with a facilitator present to develop dialogue. Strategic direction to invite broader audience into a space to discuss topics.

CHALLENGES

There are three prominent ones: table politics, reaching consensus between campus partners and student feedback, and turnout for events.

- 1) Table politics can be overcome with being honest with one another and seeking each other for support and guidance. The table politics at WWAC comes from each department thinking they can do something better and seeking their advice or guidance can make it seem as though you value their input and can generate a collaborative tone around the table.
- 2) Reaching consensus between campus partners and student feedback is more difficult. For years, SVPR training through SACHA Hamilton has been “intimidating” and does not welcome an unlearning environment. SACHA Hamilton has felt consistently phased out but their availability is limited and needs to be coordinated with Meaghan Ross, which further creates a challenge in pushing anything forward. I didn’t have the greatest relationship with these two for several reasons - I had large visions for this theme and later the budget restricted it (which upset them), they were involved less by default due to challenges in scheduling meetings (which upset them), I apparently

took a “response/support” approach instead of a “preventative” approach despite the efforts I took in organizing bystander intervention training for student groups (which upset them), I invited Project Soundcheck to deliver training instead of Crickett at SACHA (which also upset them). Truthfully, branding consent programming as consent programming is not reaching the audience that is uneducated on the topic, and training needs to be broadly reached by student leaders because SSC is not organizing it effectively. Bystander Intervention is a preventative training model that needs to be integrated officially as a Welcome Week training piece.

- 3) Turnout for events is challenging because there are many events occurring at the same times. There needs to be communication across departments and specifically, the WWFC, ROP and Off-campus Planner to facilitate first-year organization and movement into the event spaces. Please address this at WWPIC to ensure there are no large overlapping events.

RECOMMENDATIONS

There are two aspects of the committee – the physical events and messaging (i.e. lawn signs) being developed, as well as the overall approach to Welcome Week’s operations and infrastructure (i.e. enhancing rep training content, introducing Bystander Intervention during SSC training, concert safety enhancements, etc.). Be sure to address both, one requires event planning and the other requires a meticulous scan of what can be done better for WW as a whole.

- Operating STAC: Review past events; decide which are being kept, which are not and which are being introduced. Next, let the committee delegate responsibilities for each event and
- Be responsible for submitting the external purchase orders for speakers and events
- Limit to four (4) major events for each theme, quality over quantity is better
- Assign a student leader to each major event, so they are the Primary Event Organizer who you can liaise with and support during the week
- Be responsible for assisting them with space bookings, purchases and paperwork
- Keep in constant communication with STAC and Michele to ensure everyone is on the same page
- Don’t convolute the process with any application process for ideas from external or student groups – STAC comes up with the ideas, STAC disseminates the ideas.

DURING THE ACTUAL WEEK

You might be wondering, what goes on during the actual week? Five things to watch out for are (1) swag bags, (2) Shinerama, (3) Welcome Week awards, (4) Board of Directors and (5) self-care.

SWAG BAGS

You will complete online and in-person training to ride the golf carts, the Board gets their own in addition to walkie talkies. We give out 6000 swag bags each year - Wooder will order them along with preparing material to put in them.

- ✓ Vlad (Commercial Campus Partnerships Coordinator) who can find organizations or companies that wish to advertise their material in these bags
- ✓ The Library will provide library maps, almanacs will be completed by Underground and other advertising pamphlets can be included for strategic themes
- ✓ Packing these bags will be the Maroons responsibility - this was the bane of my existence and all returning maroons will not be happy doing it again. Get the Coordinator to plan ahead in terms of when and how he wants his team to pack the bags (I recommend evenings of the Weekend, if the Football game allows it)
- ✓ Create a Swag Mountain (pile of prepared swag bags) somewhere in the office where it doesn't block exit routes of cabinets
- ✓ Get reps to assist in funnelling the bags downstairs for give-away either during MacPass distribution, Faculty Fusion, or Monday Night Lights

SHINERAMA

They will need space in the office to store their money, and will need after hour access to the main office. Feel free to give them permission or be present - I trusted Nicole, she was one of my best part-time managers and made sure her volunteers behaved.

- Double-check that bussing is organized for Shinerama day because it's always an organized chaos and Security/Parking services will likely be upset with you if it's not under control.

WELCOME WEEK AWARDS

I changed it so that only one bylaw governs the distribution of these awards - refer to it for more guidance. Begin this early on by convening the committees and reviewing the rules. Once reviewed, circulate the final copy to all Residence Advisors and Faculty Planners before July so they are aware of what to prepare for.

During the week, you will need to attend all the events that are being judged and this can be cumbersome and time consuming. My folder has an excel chart that you can print to utilize when assigning scores with committee members during an event. Each year the scoring and criteria changes, so do what you think will be best and the most fair.

Find a way to communicate the scores. My preference was posting photos of the judges at each event on the Rep Community Network Facebook page with an update on scores. This was more beneficial than updating our website, which no one reads.

BOARD OF DIRECTORS

They are strictly around to support you; many of them will be your judges and will attend events with you, provide golf cart services to students or reps, create a presence on campus and support full-time staff at concerts.

Finally, the Board needs to attend every opening ceremony. This is the best way to introduce the MSU to the first-year population. Chukky had prepared a small presidential spiel of how our student union is the best in the world (I'm sure you heard this speech before) and found a unique way of introducing each of us. Get in contact with all ROAs and create a schedule of when opening ceremonies begin and what time they are to expect you so your board can attend each of them together.

SELF-CARE

This is a bible speech passed down from Admin to Admin so read carefully my friend. You will be the most exhausted a VP has ever been during Welcome Week. Here are some things you can do to take care of yourself in the process:

- ✓ It's okay to not go to some night events (I.e. concerts)
- ✓ Meal prep or have snacks in the office because the lines are horrendous
- ✓ Prepare a schedule for yourself and the board so you are never late
- ✓ Get sleep otherwise the next day gets harder
- ✓ Be prepared for when you're asked to save the day - go with your gut Kristina, you are brilliant, you are a problem-solver, you're the most prepared human I know

EVENT PLANNING

VOLUNTEER APPRECIATION EVENTS

NIGHT UP THE LIGHT

Just because we've done things year after year, doesn't mean they can't change. I'm not a fan of traditions and Eggnog/Sangria has accrued a reputation for those within the MSU Bubble. It didn't reach our least engaged service volunteer and for this reason, I aimed to change Sangria to Night Up The Light. How to plan it:

- ✓ Contact Campus Events Director to confirm event name, theme, details - and she will book the photo booth and AvTek for Karaoke
- ✓ Book Twelve Eighty for the event and request that Richard Haja provide you the same invoice as last year for catering
- ✓ Forward event information to Underground to design a digital invitation
- ✓ Circulate digital invitation to all part-time and full-time staff or ALL MSU USERS
- ✓ Remind them periodically to invite their volunteers

- ✓ Show up early to the venue

STUDENT RECOGNITION NIGHT

Maddison will do most of the heavy lifting as Jess did re: coordinating the invite list, sending invites, booking the venue, writing the minute by minute, etc. You are responsible for the following:

- ✓ Going over the invite list to make sure we have everyone
- ✓ Going over table-seating to ensure what is best
- ✓ Contacting President's office and Alumni for donations
- ✓ Reaching out to the MC (MSU President from 10 years ago)
- ✓ Providing phonetics to the nominee names

Regarding awards, you are responsible for the J. Lynn Watson Award and MSU Spirit Award committees. The Speaker will be responsible for advertising all the awards and once applications are in, you are responsible for the following:

- ✓ Strike the committee and go over the criteria for selection
- ✓ Arrive at a consensus for which groups will receive the respective awards
- ✓ Let Maddison know so that she can order the awards

SERVICES

I wrote a detailed service manual that you can refer to outside of this transition report but just some general notes about some services to remember:

- Summer Services: Farmstand requires permanent space that is more accessible for customers (preferably in front of Compass) and a landscape scan needs to be conducted to find other vendors who can provide berries. MACycle experienced theft and it was reported to Security Services, be sure to follow up on equipment that is being purchased in place of the stolen items. Horizons and Clay will run smoothly; however, the committee room will be a wreck, so set a deadline for when they need to get the place cleaned by
- Peer Support Services: Explore Diversity Services capacity to undertake peer support, Peer Support Training should be better organized by the TRRA and incorporates a schedule that delivers generalized training first and specialized training in rotations. PCC will undergo renovations, keep placing pressure on Facility Services to provide the estimate and confirm with Miranda of the changes
- Welcome Week Services: Check-in with Maroons, Shinerama and WWFC (not service, but staff) periodically as their star moments are approaching in four months. Have an upbrief meeting prior to Welcome Week to discuss communication with you, expectations, support they will need, and peak times they anticipate needing your help during

- School Year Services: FYC and Elections kick-start together with the election, this is the first start for both managers and they will make mistakes and learn things as they go along. SCSN has a bar set and will be integral in the Community Engagement strategic theme as well as ensuring Homecoming PR is prime with their community clean-ups, etc.

Every year there will be someone with an idea for a service; just be critical of whether the idea is “unique” and fundamentally needed to be provided through the students union instead of being offered by a University department.

TRAINING

Training is quite simple to put together when you have the content from previous years to work off of. All my training power points and packages are kept on the Drive.

Any training word document you require is with Wooder because in his past role, he delivered training to part-time staff. Over the years, some VP Administration along the way thought they could do it themselves and ever since, training has become another added responsibility of the VP Administration. Involve Victoria in the part-time manager training as it will give both of you hands on opportunity to engage with part-time managers, as well Wooder for Communications Training to brief staff on the visual identity guide and using their resources.

Recommendation 1: Develop online training documents that you can store on an avenue account. Ask Michele Corbeil for information on how to set up an avenue account the way she does it for SSC REP Training. A VP Admin shouldn't be developing training power points year after year with different content. There should be consistency and accessibility with regards to training.

Recommendation 2: Allow a full-time staff member to be bearer of all the training documents and power points until the online training modules are up and running. This individual can ensure training is kept consistent with yearly turnover of VP Administrations. They can also keep track of who has completed the training as part-time staff.

Recommendation 3: We no longer have to facilitate over-night stays as they are largely a waste of time and are not common practice for training days to extend past regular business hours. Save the venue expenses and allocate them towards staff socials throughout the year.

Recommendation 4: Request what individuals would like to see in training, so that it is catered to what they don't know. It's a hard balance to cater to those well knowledgeable about the MSU and those who are completely new. Provide training in rotary sessions, and

group individuals based on their level of knowledge within the MSU, so training facilitators (your AVPS or Board Members) can cater to the group within their session.

Recommendation 5: Clearly show them all workplace documents that relate to them and where to find it. There is a website tab I created that hosts all of the relevant documents.

PEER SUPPORT TRAINING & TRRA

The TRRA is expected to facilitate peer support training, but ensure they are not only focused on the dissemination of training. They are meant to find a sustainable training delivery model without them having to facilitate it all the time. This could look like online training modules for volunteers paired with in-person training delivered by the TRRA or respective managers.

There are often disagreements between SWC representatives and the peer support part-time managers because they had different perspectives on how to approach suicide prevention training. From past observation and opinions of VP Admin's before me, it is often that part time managers believe their training supersedes any training delivered by university partners. This is a dangerous slope when we think our peer support is better than professional support and thereby handling student issues in isolation within our services. You will have to facilitate collaboration and dialogue between parties to effectively provide support to students in a meaningful way.

All of the TRRA work is compiled in a folder on the Office 365 One Drive.

PART-TIME STAFF

Although you have several student groups to manage, it boils down to your main staff team of service managers. You are responsible for (1) year plans, (2) executive board reports, (3) performance evaluations, (4) staff meetings and (5) the committee room.

YEAR PLANS

Executive Board expects a year plan from each service manager and they must be approved prior to the school year. You are responsible for the following:

- Send PTMs their year plan template and set a date for a draft to be emailed in
- PTMs send in their draft and you take a week to review and provide feedback
- PTMs send you a final copy of their year plan
- You submit year plans to get approved at Executive Board
- Regularly check on year plan progress in your individual meetings with managers

It goes for the AVPS. The SRA and Board of Directors skip step two and five and submit their year plans to the SRA for approval. Be sure to have EB thoroughly read the reports to critically set the direction for services.

EXECUTIVE BOARD REPORTS

Reporting is incredibly important, as they are the only way we hold part-time managers accountable at an Executive Board level. The purpose of our services is to fill a gap within the University sphere, these reports are meant to ensure we are doing the work we're meant to as well as leave a paper trail behind for historical context. You are responsible for the following:

- ✓ Create the reporting schedule alongside Victoria – double-check that every service appears twice/thrice in a term
- ✓ Certain events come up during service operations at a particular date, so be flexible in providing extensions so part-time managers can include said events in their reports (i.e. don't schedule the CRO to report during Presidentials)
- ✓ Whenever EB has follow-ups, write them down as a note and stay on top of things even though it will be hard to keep up with all the discussions and action items

PERFORMANCE EVALUATIONS

Digital evaluation forms are accessible through your Office 365 account. Circulate deadlines for these evaluation forms ahead of time, albeit providing a one-month notice was not sufficient enough for my staff. Your responsibilities are the following:

- Digitize three anonymous forms: Supervisor Evaluation (for PTMs to evaluate you), Part-time Manager Evaluation (for executives to evaluate PTM), and Self-Evaluation (for your PTM to reflect on themselves)
- Circulate links to forms with one (1) deadline for all
- My deadline was before the end of Term 1, so that I could consolidate data into graphs over the break and prepare notes to talk about during my term 2 one-on-ones

STAFF MEETINGS

I held two full staff meetings per term, an individualized formal check-in once per term, informal check-ins regularly and you hosted the cluster meetings.

Attendance will be an issue despite asking for their availabilities ahead of time because things just come up. The round table updates approach helped in solidifying a PTM team; however, some PTMs wouldn't stop talking about their own services and what they need when the question was presented to the team. It's easy for the space to turn into a vent session – so avoid it by asking directed questions and leading the conversations.

I followed every staff meeting with a social to anticipate – I hosted a house Halloween Party, Boston Pizza Social and attended events or bars with some staff. If you can't host a big event, hang out with them individually and do locally fun things.

THE COMMITTEE ROOM

Ha. Set your expectations for the use of the room and watch them fail. Just remember that Patrick Deane and other University Administrators exit from the Committee Room after meetings and when the room is emitting fumes and there is weird liquid on tables, it sets a bad impression. I wanted to renovate the space but chose not to because of the way it was kept all year. Good luck.

HUMAN RESOURCES

CONFIDENTIALITY

You have three locked cabinets in your office to store hiring documents and other belongings. People stop by your office frequently, so ensure that important hiring documents aren't lying around despite being kept in folders. Your left computer monitor can be seen from a mile away, so view documents on the right screen when individuals are sitting in front of you. There is a shredder bin in front of Scott's office to toss out any documents. If you accidentally drop something in there, Victoria has the key to retrieve it. If you are archiving digital documents, don't upload them to a public drive, as it has no restrictions on it and can be viewed by any.

With any HR matters or management issues, seek guidance from Maddison first, Board second, John third. Regardless of where you go, hope you can trust them. There is a common practice of information leaking about staff and it is usually Board members, so set expectations with them from the beginning.

The MSU underwent a Full-time Staff Review that led to the creation of Wooder and Victoria's roles plus others. I would read it to gain more historical context to what roles they previously filled and why they are in the positions they are in now.

Office security has also increased so watch out and set expectations for:

- ✓ MSU Elections inviting friends for study sessions or allowing service managers through to the front office
- ✓ Board members not being vigilant of who is accessing the office with them and letting people wander

- ✓ Board members, WWFC or Elections Department utilizing the committee room and improperly locking it

HIRING

PART-TIME STAFF HIRING

Hiring is spread out in both terms. In the Fall, you would hire the summer part-time managers, directors and critical service managers (i.e. CLAY, Diversity and EFRT, respectively). In the Winter, you would hire the remaining managers and assistant directors.

- ✓ Set a meeting early with Maddison to divvy responsibilities related to hiring
- ✓ Strike Hiring Committees at Executive Board (Victoria has copy of motions)
- ✓ Double-check with the Part-time Managers that the job description is okay for posting
- ✓ Review the How To Hire document that provides Interview & E-mail Instructions
- ✓ Review the Interview questions alongside hiring board members and part-time managers (only if needed and if time allows, otherwise do it yourself)
- ✓ Utilize the Excel sheet system of gathering availabilities and determining hiring dates
- ✓ If you require template e-mails for any form of communication, check my e-mail folder on Hiring
- ✓ Weekend and evening hiring is not mandatory and you are not expected to work over-time for the sake of being accommodating – although I did this, I am vehemently opposed to it as you are a full-time staff with rights of your own

Some advice is don't be afraid to re-open a position if you feel it is necessary. A PTM can reapply for their position but if they do, they must apply through the same process as everyone else and they must let you know in advance before they review interview questions with you. Make a concerted effort to promote the jobs – this year; I uniquely used profile pictures of staff members, social media takeovers and window banners. Board members have access to who applies to every position through the website, just double-check that they keep the information confidential. If someone feels our process is tainted, they may never want to be involved again.

FULL-TIME STAFF HIRING

I hired Maddison this year and there are two ways to hire new full-time staff: Public Posting or Head Hunter.

1. Public Posting – Websites like Charity Village, etc. John will coordinate the posting for 2-3 weeks and you will receive on average 100-200 applications. Hiring board will consist of John, a BoD member, the out-going staff member (or another BoD member).

2. Head Hunter – This is rare and it is hiring an external company to search for strong candidates. This is necessary if hiring for the General Manager and was also done for the Food & Beverage Manager. You have to pay a flat fee retainer in case they find no one, or a percentage of the salary if they do find someone.

Always consider their skills, but also their potential and how they would work in this environment. It is a lot easier to make more money anywhere else, and so the MSU is often a stepping-stone for younger staff. Consider this in your hiring process, as it is doubtful you will find a perfect candidate. The most important thing in the hiring process is supporting them

once they begin, which is something we do poorly. There should be training sessions and there should be regular check-ups, which is where we often fall short as an organization.

DISCIPLINE

PART-TIME STAFF DISCIPLINE

This was not the hardest part because disciplining staff when necessary is your job. The hardest aspect is doing it when you're not ready to but your Executive Board is. The process is simple – read the Operating Policy – DISCIPLINARY PROCEDURES. Examples of when I disciplined staff (you can find all supporting documentation in your drive):

- ✓ Part-time staff who was repeatedly reminded to give an early notice of LOA to ensure it didn't impact the hiring schedule and coordination, but did not
- ✓ Staff member who disciplined another staff member without authorization
- ✓ An individual failing to submit multiple EB reports, budgeting for their service and being non-responsive to communication from supervisor

Executive Board is privy to knowing all disciplinary updates; give them an advanced notice when you are disciplining a staff member. I've always disciplined someone when it was correctable behavior, so the punitive measure is meant to help them improve opposed to preparing them to be fired. Sample documents are in my folders.

FULL-TIME STAFF DISCIPLINE

If anything comes up with full-time staff, bring it to John and the Board's attention immediately. Yearly turnover provides staff members a clean slate, but ensure that issues with behavior and job completion should be addressed and is not lost in transfer. Although it's awkward to discipline staff who are much older, we hold each other accountable. While they bring different perspectives, it's also important to not be taken advantage of because you lack context and age.

John is not confrontational and has challenges with delivering news that may upset staff. In the same way that you are expected to have someone present when disciplining staff, ensure

there is someone present when John is disciplining staff to ensure it's properly communicated and not passively communicated.

BOARD MEETINGS

These meetings are what you want them to be, they can be opportunities for Board members to update each other on projects, to vent, to complain, to strategize, etc.

I used the meetings to get their advice on staff issues and to complain mostly. Use your discretion when identifying something as an agenda item as often times, it may be better to discuss things with John in private in the event your complaint or staff advice is regarding a close friend of a Board member. Some general items that will be similar year to year include:

- ✓ Procedural items such as staff wage increases, request for course reimbursement, late health and dental opt outs
- ✓ Discussions on topics coming to EB or SRA to get feedback or strategize on approach
- ✓ Updates on each other's projects, especially from Board members who are frequently out of office or have items that are long-term projects with regular updates
- ✓ Human Resources matters related to full-time employment and significant part-time staff issues
- ✓ The Corporate Secretary should not be present in conversations pertaining to full-time staff, especially disciplinary conversations

EXPECTATIONS

You will discuss this in your first few Board meetings regarding how you represent the organization and how critical it is for you all to be on the same page. Some important things I recommend that you all discuss are:

1. Work Hours - What will be your business hours? What work environment are you building if you arrive to the office after FT staff does? What is expected when you sleep-in? Will you cut slack after a late SRA meeting?
2. Conduct & Professionalism - You are a corporate officer of the Students Union, how will you be mindful of actions and words outside business hours? How do you separate the times you are being yourself from the times you are being a corporate officer? What is off limits to chat about in your office that is open-concepted and what is to be discussed behind closed doors? How will you create a professional environment in the Committee Room?
3. Lieu Time - This is any hour worked outside of your usual rotation that you can claim as vacation and take off (i.e. attending Welcome Week training weekends). How will you track them? Will you self-regulate instead?
4. E-mail Response Time - What can be Facebook messaged and what should be e-mailed? What is your goal turnaround time for e-mail responses? How will you balance social media messages and e-mails? Golden rule that helped was if they needed



something done and it was an action item, they needed to e-mail me so it's kept as a reminder. If it's advice or conversation, they could FB message me.

5. Dress Code - What is the expectation amongst the Board? Our Board kept it casual, I was a student in both terms and felt elite wearing heels in my first-year Physics lecture. On days consisting of important meetings, we dressed up.

COMMUNICATIONS MEETINGS

Wooder will set aside time every week to discuss communications and the Prez Page. Your initial meeting will be a Public Relations meeting that will test your ability to speak to reporters, how to respond to contentious issues and matters and navigating difficult conversations. I learned the most in this meeting.

Every meeting afterwards, if you are not writing a Prez Page and it is not hiring season, you have nothing to promote and the Communications Meeting is not exceptionally useful for you. Although, go to them anyway because full-time staff dedicate time from their weeks to support you and your initiatives in their professional capacity.

STATE OF THE UNION

This is a massive document that Wooder takes the lead on to highlight the organization's progress in your year. Your responsibility is getting a blurb from every service and department manager in addition to any other blurbs you may take on.

HOLIDAY CARDS

Ours were late because of communication issues; however, I highly recommend doing them as every department looks forward to receiving it. It is a good way to keep in touch with your politicians and external stakeholders and maintain relations. Do this early, so you can sign them early.

BUDGET

The budget line you will mostly be using is EXEC and ADMIN - if you are ever unsure of how to complete purchase orders, ask the accounting department. Double-check with Scott if this is how he wants you utilizing the budget as he may have a different strategy than Tuba.

Exec 6147-0305: Volunteer Recognition:
Student Recognition Night (confirm this with the Operations Coordinator)
additional PTM socials, and any expenses for Eggnog or Sangria.

Exec 6303-0305 - SRA Special Projects:
Let SRA members know that it is available, but it is up to the discretion of the BoD (in particular the VP Finance) what it gets spent on. Make sure you set up some stern

criteria and that SRA members are not just spending this on random cookies and coffee events with no attendance.

Exec 6402-0305 – Awards & Meetings: Use this for all of your training purposes such as SRA training, MSU Retreat or Orientation, PTM Training, refreshments for meetings, etc.

Exec 6405-0305 – Exec Meetings: Executive Board (EB) transition meetings. I didn't really deal with this as it falls under the portfolio of the President and the Administrative Assistant.

Exec 6802-0305 – Transition Training - This is used for paying for BOD transition. Try not to go overboard.

Exec 6603-0305 – Special Projects: The catch all page for the BoD, this line is used for any of the projects the BoD may take

on that need to be paid for. Vision Conference funding comes out of this budget and any other random expenses that may crop up. In addition, I believe a VP Finance in the past increased the allocation for this budget line because he wanted the board to have more flexibility in the projects they took on and how they expensed them.

Exec 6615-0305 – VP Admin Expense Account: Your personal expense account. Use it to pay for conference/event fees you may attend, buying dinner for late night work, and thank you cards or flowers for campus partners, etc.

Exec 6901-0305 – Travel – BoD: the line where you would pay for any travel you may do (i.e. gas reimbursement if you drive somewhere) or if you choose to go to a conference.

Random Note: Make sure all services have budget lines that make sense to them – some have vague budget lines and it confuses managers. In addition, check services that both generate revenue and expend money, as service managers can often get confused with handling both.

With regards to budgets, inform yourself of the following:

- ✓ Completing an internal and external purchase order
- ✓ Answering basic inquiries regarding budgeting (i.e. what are pink, yellow and green forms)
- ✓ Basic understanding of reading service budgets in case a PTM asks which budget line to use
- ✓ Guide PTM on process of obtaining a credit or debit card
- ✓ Basic understanding of your own budget lines for your own spending
- ✓ Basic understanding of a standing order and how to place one with business units

BENEFITS

You have full-time employee benefits and don't hesitate to use them. There is a package from Manulife for you, which explains your benefits package and how to access dental, health and vision care, etc.

1. Expense Accounts: You receive \$1000.00 for your personal expenses, and there is flexibility in how you spend it. Our board was never frivolous with this amount but spent it on late night dinners in the office when we were writing our SRA reports or went to Board dinner socials. Up to you!
2. Health & Dental: You often pay out of pocket and claim the amount online. It's exceptionally easy to set up once you receive your Manulife card with the account details. My favourite massage place is called [Apple Tree Health and Wellness](#) off Locke Street. They can charge Manulife directly if you don't want to pay out of pocket. These benefits extend one month after your term, so if you're too busy - use it then.
3. Vacation Time: You are eligible up to three (3) weeks vacation, I didn't use mine and chose to get paid out instead because of the sheer lieu hours accumulated.
4. Summer Hours: We set summer hours for the staff and I recommend you take advantage of early closures on Fridays. Take a break or get ahead; summer is the best time to get things done because students aren't around.
5. Other benefits:
 - a. \$400 Education Allowance - can be used on professional courses, GMAT courses, etc.
 - b. 4% matched funds to RSSP - can contribute 4% of your salary to RSSP and the MSU will match it, which is absolutely worth it.
 - c. Interest Free Computer Loans - can update your computer but payment will come out of paycheque in instalments
 - d. Cell Phone Reimbursement - can receive \$80 per month for cell phone bills, but will receive the lump sum every four months
 - e. Pulse Membership - you need to physically go to the Pulse to receive your membership but if it's too busy, you can opt out of this to receive a gym membership closer to home
 - f. Subsidized Day Care Costs - unless something dramatically changes for you in 12 months, you won't need this
 - g. Business Cards - Keep them with you for events, lobby meetings and give them away

If you have any further questions regarding staff benefits, reach out to John.

TRANSITION

TRANSITION REPORTS

Begin a transition report immediately and add to it as the year progresses - a good transition is something you actively think about throughout the job and not confine to report of several pages. Guidelines for the transition report are included in the Bylaw - OFFICERS.

For part-time managers – I recommend having them complete draft transition reports in December, so they keep a running memory of what to mention to their successor. This also helps in curving the challenge of disappearing PTMs in second term. A template of my criteria for writing transition reports can be found in the drive.

BOARD TRANSITION WEEKEND

Over the years, Board members have just winged the transition weekend and used it to unload all their challenges and updates onto the incoming board. You experienced a structured transition weekend because our Board made a concerted effort to improving transition. The itinerary is in our FB chat – please store it somewhere.

In the past, other board members have organized the transition weekend, so this year it was I and I took leadership in putting together the itinerary and budgeting. If you choose to organize it in your year, Emma will book the place of stay and you can choose Niagra or other locations (Niagra is cheaper).

Project Descriptions, Evaluations, Status Reports

Trans Inclusion Training

This year, I focused on building a trans-inclusive workplace that involved critically looking at QSCC and evaluating our service's mandate. In the process of re-branding QSCC and re-envisioning it's purpose with the incoming coordinator, we coordinated Trans-Inclusion Training delivered by the 519 Community Centre. Many full-time staff attended and there was appetite for a second session for the incoming SOPs and other full-time staff who were absent. I recommend setting this up again – simply connecting with the 519, setting a date and communicating the date to full-time staff.

SLEF: Composting & Charging Stations

This year, I assigned project assistants to each SLEF project so they are the lead liaison and point of contact for updates and follow-ups. I recommend allowing SRA members to assist with you on this as it gives their roles more weight. Shemar is the PA for Charging Stations and Fiona was the PA for Composting Bins.

SRA Platform Appendix

This year, I had the AVP Internal Governance act as a support role for the caucus leaders. They helped put together the platforms that each member ran on, so that I could follow-up and provide guidance. I recommend you do this as well, it will help you individually support assembly members.

Minimum Wage Distribution

This year, minimum wage hit us and will increase by a dollar next year. You will need to work out a benefits package for part-time staff alongside Maddison, Scott and John.

Peer Support Long-term Plan

This year, I began this with the part-time managers; however, as time went on there were challenges in its completion. Specifically, turnover in staff hindered its completion but there are many long-term plans listed in the year-plans of previous peer support managers that should not be lost yearly. Otherwise, why do we ask that they write that section? I recommend that the Long-term Plan be developed and be annually reviewed by Executive Board. Include this in the bylaw, so that it outlives you when you transition out.

Workplace Accommodation Policy

This year, I consulted Maddison on the development of an accommodation policy; however, it was already mentioned in our employment packages and didn't seem necessary for a stand-alone policy when accommodations are provided on a case-by-base scenario. I recommend that you revisit this conversation to see if there is a general process that can be outlined on how to access an accommodation, what criteria determines an accommodation is warranted, etc. as many of our staff are still unaware.

Peer Support Volunteer Hiring

For efficiency sake, I had an idea of peer support volunteers being hired as a department. There is a feasibility study I requested the TRRA to conduct that is in the drive. The idea is for one general posting to be advertised for peer support volunteers, there is an option on the posting to view all individual job descriptions for each service, to determine which service they particularly take interest in and answer specific questions part time managers may which to field. The part-time managers and executives (if hired) would then get together and facilitate hiring, interviews and gathering of team. There are logistical challenges to iron out but overall, this is a direction we should consider and flesh out in more detail.

DOCUMENTS

Prominent documents to read are:

- Vice-President (Administration) SRA Reports: September, November, February, March
- Vice-President (Administration) Final Report: Recommendations and Year Plan
- Service Transition Manual (provided via e-mail).
- BYLAW 4 - OFFICERS (RE: transition, your role)
- BYLAW 6 - EXECUTIVE BOARD (RE: your role as vice-chair)
- BYLAW 11/D - J. LYNN WATSON AWARD FOR COMMUNITY SERVICE
- BYLAW 11/E - MSU SPIRIT AWARD
- BYLAW 14 - WELCOME WEEK AWARDS
- OP - PEER SUPPORT PROMOTIONS WORKING GROUP

- OP - DISCIPLINARY PROCEDURES
- OP - EMPLOYMENT
- OP - EMPLOYMENT WAGES (RE: your role on wage review committee)
- OP - EXECUTIVE REMUNERATION

CLOSING REMARKS

I hope you find this transition report helpful and easily digestible compared to past reports. I left out anecdotal information, as I'm a believer that every year is unique and you may not have the same experiences as I did. One thing for certain is that this job is absolutely rewarding. I know I've been disenchanted and was unafraid to express it on my way out; however, I hope it didn't come across as having had the worst experience. I had a relatively excellent experience that I'd never trade in because of the innately beautiful beings I befriended (especially, full-time staff). Although I've been expressed that I wanted to be distance, hope you of all people will never hesitate to reach out when you need help or advice or space to vent because I do care deeply (sincerely and far more than I should I think).

During the ups, cherish them. During the downs, remember that you are doing your best and your best is absolutely good enough. Kristina, you will be a fantastic Vice-President Administration.

Keep it fresh and stay in touch,

Preethi Anbalagan



McMaster Students Union
Vice-President (Education) Transition Report
Written by Ryan Deshpande, Vice-President (Education) 2017-18
For Stephanie Bertolo, Vice-President (Education) 2018-19

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Foreword

Stephanie,

Congratulations on your election to the role of Vice-President (Education) and Corporate Officer. I am so excited to watch you take on this role within the organization – I know you will find it incredibly challenging and rewarding, and I know you'll excel at anything you take on.

To think that a year ago, I mentioned to you during our 4LD3 group meeting that I was thinking of running for VP Education. You must have thought I was ridiculous, given that I had no Ed Team experience. After that, I slyly advised you to abandon SCSN and apply to be AVP Municipal Affairs... and am I ever glad you did. You took to advocacy right away, and I'm so thrilled that you're taking on this role now.

This job was nothing like I expected. My knowledge gap made it very challenging for me in the beginning, but I made it my mission to learn as much as possible. Luckily, your knowledge gap isn't as wide! This job has been mentally and physically exhausting, but I don't think I'll ever be able to have such fulfilling experiences in just one year. I'm so, so glad that I ran. I really hope you feel the same way this time next year.

My advice to you, as Blake's was to me is this: read everything. Read the Hamilton Spectator, the Academics Top Ten, Alex Usher's blog, whatever CASA is posting, every OUSA blog and University Affairs article, anything you see on the Daily News. You know what I always say about being VP Ed: You don't have to know everything, but you have to know *something* about everything. Reading is the first step to that. You never know when your knowledge will come in handy, and being well versed and up to date on a wide variety of topics will only serve to make you a more effective advocate.

This document will take you through some of the projects I've worked on, as well as our predecessors, and I've made it as comprehensive as I can. Of course, you know where to contact me should you need any additional information.

All the best,

Ryan

P.S. A note on language: In this report, when I say "last year" I mean 2016-2017, "this year" is 2017-2018, and "next year" refers to 2018-2019.

MSU – Internal

Operating Policies and Bylaws

When I first started this job, I just assumed it was mostly up to me what I could do. That couldn't be further from the truth. While the VP Ed role is very project-based, there are a lot of rules you need to follow, and nobody is going to remind you to follow them. But, it is important for you to know each of the things you are required to do and mark them in your calendar. As a Board of Directors member, you should know all the policies and bylaws. But here I will advise the ones you should know intimately, and make note of the specific tasks in them. You can find them on <https://www.msumcmaster.ca/governance/bylaws-policies>. Sometimes the website not up to date, so make sure you ask Emma or Victoria to verify if there are any more updates that need to be uploaded to the Governance page.

- **Constitution**
- **Bylaw 1 – Definitions**
- **Bylaw 3 – Student Representative Assembly**
- **Bylaw 3/A – Assembly Procedures** (Read this, it will make SRA meetings much easier for you)
- **Bylaw 3/B – Standing Committees of the SRA** (Especially important for you to properly support your AVPs, knowing what they need to do)
- **Bylaw 4 – Officers**
- **Bylaw 6 – Executive Board** (Will be very helpful to explain what EB's scope is)
- **Bylaw 7/B – Academic Affairs Council**
- **Bylaw 13 – External Representation**
- **Operating Policy – Student Community Support Network**
- **Operating Policy – Neighbourhood Assistance Advisory Council**
- **Operating Policy – MSU Macademics**
- **Operating Policy – Education & Advocacy Department**
- **Operating Policy – Delegate Selection**
- **Operating Policy – Ontario Undergraduate Student Alliance (OUSA)**
- **Operating Policy – Canadian Alliance of Student Associations** (this has been rescinded, but still good to know. Once UCRU passes the Terms of Reference for formal membership, you will need to create and approve an operating policy for it. This will serve as a good template.)
- **Operating Policy – MSU Sustainability Education Committee**
- **Operating Policy – Role of the MSU in Federal, Provincial, and Municipal Elections**
- **Operating Policy – Valedictorian Selection**
- **Operating Policy – Employment**
- **Operating Policy – Employment Wages (and Appendix A)**

Not everyone is a nerd like me and read all the policies, so I thought it would be helpful to point out the most pertinent ones. Like I said, try and know them all. The MSU's governance is actually really good – we just need to follow what's already been laid out for us. I will outline most of the important dates in this report, but you should double check everything in the policies.

Board of Directors

You will work closely with your Board of Directors (BoD or Board) throughout the year. Once a year, you will meet to have Board meetings, along with John McGowan (the General Manager) and an administrative assistant. These meetings are a good opportunity to formally approve and discuss anything related to long-term objectives at the full-time staff level of the organization. At this body, we generally discussed structure of business units, but oftentimes I would bring up ideas to the Board that I later planned to bring to Executive Board or the Student Representative Assembly. I found it very useful to hear feedback from the Board and John before continuing with projects that I worked on throughout the year.

I can't overstate this enough: meet with your Board weekly. You should only cancel if more than two of you can't make it, and don't let that be a common occurrence. Call in if you need to. Don't schedule meetings over your Board meetings, and make sure the rest don't either. My Board fell victim to that - we trusted each other to do our own work, but we ended up being too strong independently. The formal forum to share ideas and advance the MSU as a whole is critical. I also found Board meetings a good opportunity to make sure my coworkers knew what I was doing and what was important to me. As Vice President (Education), most of the work you'll do will be external - it can get lonely. I also used my past experience as a PTM to advise on part time staff matters and supported Preethi quite often. Take the time to ensure that your Board is in the loop with your work. As well, this has been passed down in every VP Education Transition Report for 11 years or so, so I feel the need to include it to outline the importance of talking to your Board about your job:

What you see: "Oh man, I'm so excited! I have this conference in Ottawa to attend where we'll be meeting with MPs and actually influencing change. How often do we get an opportunity to interact with the people that can take our policy and put it into action. This is going to be awesome." [End of the Week hits] "Man, that week was awesome. Got to meet with the Prime Minister's Office, and the Finance Minister on issues related to the Canada Student Loans Program! It's Sunday night, and I'm exhausted - I think I'll take tomorrow off, maybe even two days just to recuperate from the long week I've had."

What other people see. "Oh man, Ryan used to be so diligent, but now all he does is go on trips. He really is the VP Travel and Tourism. He's never in the office, and whenever his conferences are over, he takes days off. What is this? I heard all he does is meet with some people, and drink the rest of the time. How come he can't be like the rest of the board? Why did we even elect him?"

While dramatized, this is the perception of the VP Ed at times, since even your own Board members can sometimes admit to you that they don't particular have much of an understanding of what you did last week, perhaps explaining in more details at Board meetings during calendar updates could be a way to educate them on what you do on a day to day basis.

Hope you enjoyed that.

This year, we made changes to the Operations Coordinator position. We were a sounding board for the Grind creation, and chose the final branding. We also made the decision, after careful financial and environmental analysis, to reverse the 2016-2017 Board's decision to remove plastic water bottles from UM. We made changes to the full time wage grid, increasing everyone's salary by 0.75% in addition to inflation for 2018. Preethi and I took on a project to revamp the QSCC, and the Pride Community Centre was born out of that. The entire board started a succession policy for John, and I think you guys should resume that, because it's an important document to have. Your Board meetings are a great space to work on collaborative projects and maintain the organizational vision. Remember, you are Vice-President (Education), but you are also Corporate Officer. It is just as important for you to fulfil that job.

As a Board member, you may also be called upon to complete other tasks, such as sit on hiring boards for full-time staff, or complete wage evaluations for new full-time roles. John will be an important support for you if you are ever unsure of your role in these capacities. Having sat on so many hiring boards, I think I'm something of an expert on job evaluations. Definitely ask questions as you go along about your responsibilities, and how to best be effective in these jobs.

Essentially, any organizational or student life problem would find its way to the Board meeting table. We spent a lot of time discussing one another's portfolios and supporting one another. We also spent a lot of time discussing Homecoming at this table and the Post Malone debacle. I mentioned using my PTM experience to support Preethi, and you can take any one of your diverse experiences and apply them to the MSU. You as an individual is the most valuable thing you can bring here, followed by the perspective you bring as VP Ed.

Executive Board

The Executive Board consists of the Board and five elected SRA members, as well as John McGowan, Michael Wooder (Director, Communications & Marketing), the AVP Services, and Victoria Scott (Administrative Services Coordinator) (see operating policy for full details). In the summer, EB meets bi-weekly, and in the year it meets weekly. You're not too familiar with EB, so it might seem strange for the VP Ed to be a part of it, since it mostly focuses on services - but this is not the case. Executive Board is where your "Corporate Officer" hat comes on. EB oversees the day-to-day governance and operations of the MSU, and you, as a Board Member, have a stake in that. It sounds obvious, but be sure to read through all service reports and documentation before the meeting, and do your best to ask questions and think critically about the MSU services while you're there. As a Vice President (Education), it's easy to feel disconnected from what the services are doing. I made an effort to engage in conversation with Preethi about services to make sure I could meaningfully add to discussions that arose at this level. More and more of our services are starting to do advocacy, and EB is a great place to ask PTMs questions and ensure all our

advocacy is aligning. Remember – even they have to follow our policy statements, PTMs can't make up their own advocacy stances. It's also important for you to know which stakeholders they might be meeting with so that you are not taken off guard. Our university and external stakeholders see the MSU as one entity, so make sure you're up to date on everyone's advocacy.

Apart from hearing reports from services, EB also has some financial responsibilities, and discusses part-time staff issues. In 2016-2017, Blake used EB to create MSU Macademics, the service that encompassed Teaching Awards along with other education-related services that the MSU provides. In this process, she presented to EB on multiple occasions to gain feedback on the direction that she was taking.

As well, EB is able to enter "Advocacy Committee of the Whole". I did not use this at all this year – as a matter of fact I didn't even know it existed until I reread Blake's transition report. I'll copy what she wrote about it here: *One time that I did use it was to discuss the future of federal advocacy when I was debating to go with ADVOCAN or WLUSU for our federal advocacy week. I wouldn't enter this unless you actually want to gain feedback on an advocacy initiative, as the meetings can be quite long. However, they would be useful if you were wanting to have a full discussion on something related to your portfolio, but didn't want to end up in a circular discussion at the SRA.*

Student Representative Assembly

The SRA consists of the 4 BoD members, and 31 elected academic division representatives. The SRA is the highest governing body of the organization other than General Assembly, and so passes resolutions on a variety of topics including Services, Operating Policies, Bylaws, and General Policies. I hadn't sat on the SRA prior to being VP Ed, but I was quite familiar with it having gone to many meetings. You have also made it a point to attend meetings, so you'll find the transition quite easy (as long as you read the Bylaw I mentioned)! I found that my perspective on the Assembly, as well as my responsibilities, greatly changed as a board member as opposed to when I was a PTM. Here is my advice for SRA:

- 1) Don't make a big deal about something that doesn't need to be a big deal – with 35 members that often all want to have their say on a specific topic, discussions quickly get circular. Try to avoid bringing new ideas to the Assembly without first discussing them at BoD and EB. Don't use the SRA for long discussions – use it to make decisions, and bring evidence for your ideas if you have them.
- 2) Speak when you feel it's most important. As a BoD member, your voice has a lot of weight, which is a big responsibility. As well, some members may be intimidated by you. Choose carefully when you want to engage in a debate. I found that my lobby skills made me more logistical and able to convince the assembly of things. Not to give myself too much credit, but often when I spoke, the whole direction of the conversation would change. Use your argumentation skills to find loopholes in arguments and bring forth the strongest logic you can.

- 3) Talk to your BoD before the meeting if you feel really strongly about any of the agenda items.
- 4) Make your reports extremely thorough, and start them a week ahead of time. All BoD members report 4 times, but the VP Education only reports 3 times. My reports were extremely long, but they had a lot of important information. I also tried to make them engaging by adding pictures, and would often put little shoutouts or easter eggs to see if people actually read the, because they would comment on them later.
- 5) At the meeting, don't read out your report. Go over the 4-5 most important points, then take questions. Set the expectation that your report should be read before the meeting.
- 6) **You need to report to the SRA every time you go to a conference.** This is extremely tedious. What I tried to do was report on the outcomes of the conference (we lobbied on these three things) and attach relevant documentation in case anyone was interested. There were rarely any questions on these reports. I never asked Chukky to do any, but in hindsight, I would have. You can see all the conference reports I did in my SRA folder.
- 7) Don't take it personally if someone gives you a hard time on Assembly - always answer with professionalism and take the high road.
- 8) Don't let "Board" vs. "SRA" become a thing. I know this SRA already has a group chat without your Board in it - that has not always been the case, my year was the first year they had that. It becomes very difficult to do your job when they are talking behind your back and you don't get to see how they really feel. This also means that you need to be approachable, humble, and willing to take criticism from them in both informal and formal settings.

The most important thing you'll use the SRA for is passing your general policies, which is a section later on in this report.

Education and Advocacy Department

The Education Department should ideally meet weekly for 1.5-2 hours - sometimes that will not be possible due to your travel schedule. You know how these meetings went, but all the minutes are in the Education Department folder. I'd often start by asking everyone to detail the projects they were working on. We would always discuss our ongoing policies, as well as any other big projects. Often, a good chunk of the meeting would go to this. The Education Department was like my family - you will supervise all of them, and they alone are the ones who understand your work the best. Your management skills need to be applied here.

As you are extremely familiar with, the Education Department structure was overhauled in 2016-2017 (Blake wrote a 35 page report on it, I strongly suggest you read it. There are copies in her folder on the server. If you decide to make changes, it's important to know the context for previous changes so you don't reinvent the wheel), and I made a few changes as well this year.

One thing I wish I did more last year was make the entire Education Department (including the standing committee volunteers) feel more included. I think it would be

beneficial for you to host a training at the end of the summer with everyone – paid staff, execs, standing committee volunteers, and including the Advocacy Ambassadors, if they're hired by then. You should also, with the Advocacy Coordinator, organize socials throughout the year, and do more volunteer appreciation. It's important for the standing committee members and Advocacy Ambassador volunteers to feel like they are part of something bigger. This will help inspire dedication to the team, and will translate to more successful campaigns.

Associate Vice Presidents

Hiring

By the time you read this, you probably would have hired your AVPs, so there's no use in me going into detail about hiring for this year. But for next year, you will need to initiate the hiring process for your successor's AVPs so I'll outline that process. Any board member can take on the logistics for AVP hiring, but I did it this year because we had the most to hire and I didn't want to wait for anyone else's schedules.

- In early March, ask Haley (Communications Officer) to update the hiring graphic, or create a new one prior to this if you want. Ask Maddison (Operations Coordinator) to post the jobs. Set a calendar reminder for this now. Anyone on the board can do this, but I chose to since I had the most AVPs to hire and I know you needed to get to work right away, so there would be no delays.
- Have the job posting open for 2-3 weeks, and closing the day of, or shortly after the VP election day.
- Submit the motion to have the SRA members appointed to AVP hiring boards (as per Bylaw 3/B) for the same meeting that the VPs are elected (19A). You might get some pushback for this, but remind everyone what happened this year when the meeting was cancelled, and we tried to shortlist candidates before the SRA member was appointed.
- Once your successor is elected and SRA members are appointed, review the applications with them, the outgoing AVP, and Wooder. Have Maddison send out interview offers for the following week.
- In the meantime, review the interview assignment and questions – there are questions that are topical based on that year, so make sure you update those based on your successor's priorities.
- When selecting AVPs, keep in mind the VPs strengths and weaknesses, and balancing those.

My relationship with you, David, and Urszula was the best part of my job, without a question. Your AVPs will be your right hands in all the aspects of your portfolio. This was the first year we had AVPs, and I don't know how any VP operated without them prior to this.

This year, I tried to balance giving you all an enriching, challenging experience, while also respecting your limitations as part time staff and full time students. This means that while I tried to involve you in most of the things I did, there were some things I did not, and would often take on supplementary work myself. Your AVPs are lobbyists, and they'll need your support and guidance. Look for opportunities to

empower them to go to meetings and engage in hands-on advocacy. They also chair standing committees – encourage them to in turn create opportunities for their members to be engaged. You should also ensure that you are actively taking the time to listen to what their projects are, and if you can help them with anything. Also, they are not required to be policy authors, but I would definitely encourage them to do so (sorry for forcing you all to do it this year).

I also required all of you to make a platform. This was so that you all had some clarity in what projects you would be working on this year, and help you make a year plan (actually make your AVPs do this this year, and submit them before October). They are required by Bylaw 3/B to submit a year plan.

Associate Vice-President (University Affairs)

You can take Tas to the most meetings, as she will be right on campus so it should be easiest for her to attend. This is a really big portfolio, so be sure that you've made it clear what projects she is working on. At times, your portfolio may overlap with hers: make it clear what projects are yours, which are hers, and which you might work on together. She will also sit on Academic Affairs Council, which I would encourage her to attend and take on a lead role in facilitating the council. You might also ask her to sit in your place on meetings you can't attend when you are out of the office (in Toronto, Ottawa, etc.). Encourage her to meet with McMaster's leadership to advance your shared projects, but make sure she's informing you of who she's meeting with and when.

If you get OUSA president, the AVP UA's strengths and ability to hold down the fort here will be critical. University Affairs is always the most popular standing committee, and your AVP will likely need support in management and volunteer retention. Start planning with Tas over the summer how she will engage the large group and support their different projects. David will elaborate on how he did this in his transition report to her.

Associate Vice-President (Municipal Affairs)

You know how this role went best, since you were the inaugural incumbent! It is easy to take this person to meetings as well, and I would encourage you to continue doing so. For next year, there are a few things you should keep in mind when supporting the AVP MA. For one, the municipal election will be a very big undertaking. Keep that in mind for their other projects, policies, and the like. Shemar should not be the point of contact for MacVotes though – that should be you and the Advocacy Coordinator. Be sure to give him plenty of autonomy next year, to take on his own lobbying projects. You did this a bit with the Youth Strategy, and I think there is more things that Shemar and the committee could be doing.

Associate Vice-President (Provincial & Federal Affairs)

This position will do the least hands-on work of all of the positions, and will take the most direction from you. It will be easier with Urszula returning. Make sure you are keeping her up to date on what is happening with OUSA. It can be easy to forget that she doesn't sit in on steering committee meetings, and you have to be sure to update her. I had Urszula sit in on UCRU calls as well, and allowed her to take on projects

related to federal advocacy, since I had to be less hands-on with UCRU than I did OUSA.

I took Urszula to CASA's Strategy and Policy Conference. This was an incredible professional development opportunity for her, and I think it made her more effective at her job. Try and find provincial and federal PD opportunities for your AVP, since it's the hardest for them to interact with their portfolio. I also took Urszula to UCRU's lobby week in Ottawa. This was great because the MSU had more people on the ground and we were better represented in Ottawa. Since UCRU was so small, it also made it possible for the whole group to schedule more meetings. If she's able to attend UCRU lobby week next year, bring her. OUSA's lobby week only allows one additional delegate (aside from yourself), so that should be Ikram.

Advocacy & Policy Research Assistants

This year was definitely a trial run for the Advocacy & Policy Research Assistants (RAs). In theory, their jobs are designed excellently. Their JDs are the same, and the distribution of their work is equivalent. Each spearheads the development of one general policy per term, and sits on one standing committee. They are meant to provide research support to yourself, the standing committee, and the policy team. Their work for the policy committee is quite well understood. This is the most major aspect of their role.

For the standing committees, this is the most variable. Some standing committees won't do much research, some will be research heavy. In my opinion, there is always room for research support even if it doesn't appear that way at first. There are certain things the RAs need to be constantly researching and updating the committees and yourself on. For UA, they should be reading Senate, Board of Governors, Undergraduate Council (and other committees) agendas and minutes. They will also help coordinate the University Budget Submission with the AVP UA. They should also be reading the Daily News and staying up to date on all aspects of McMaster as it pertains to your priorities. For MA, the Municipal Budget Submission and the election will provide ample opportunities for research. The RA can (with the help of the committee) summarize platforms and candidate bios, and research the logistics for voter registration for you. This person should also be staying up to date with City Council and the relevant subcommittee agendas, and informing you when there is something on the agenda you should pay attention to. This is critical to ensuring you and your AVP are showing up at the right times, and did not happen last year. For the RA on the PFA committee, they can help for the provincial election. They can also help you and your AVP create briefs and submissions for UCRU.

Your RAs should be helping make lobby briefs prior to lobby meetings. Wooder will do them for HPSAG or larger-scale meetings, but as you meet more often with local representatives, the relevant RA should be creating briefs based on the priorities you indicate.

Advocacy Coordinator

Your Advocacy Coordinator will be there to support you through the logistics of any project you wish to take on, especially for events and campaigns. The Policy

Conference each term will be a major project that they will work on, as well as the OUSA campus visit in the fall, but you should make sure they are comfortable working with Michael Wooder on promotions and communications throughout the year. The Advocacy Coordinator will also help the standing committees and AVPs in their promotions and event planning.

There have been several changes to this role over the years. This position has always existed to support the campaigns of the Ed team, but in different capacities. It used to be called the OUSA Campus Coordinator, and had an OUSA street team. Given the name, it would specifically help with OUSA campaigns and provincial affairs on campus. When we would go through periods of joining and leaving CASA, its name would flip between Advocacy Coordinator and OUSA Campus Coordinator. When we left CASA in 2015, the position was kept as is. The historical Advocacy Coordinator was a Part Time Manager that would report to Executive Board through the VP Education. They would create a Year Plan, attend PTM training, supervise execs and volunteers (the Advocacy Street Team) and interact with the VP Admin a lot. This has always caused tension, since the Advocacy Coordinator has generally had less autonomy than other PTMs (they don't manage a department and don't have their own budget).

In 2016-2017, Blake redesigned the Education Department completely. One of the changes she made was to scrap the Advocacy Coordinator and create the Educational Initiatives Project Assistant. I didn't like this name so when I formalized the role in the beginning of my term, I called it the Advocacy Project Assistant. The difference between the old Advocacy Coordinator and the Project Assistant are as follows:

- Street team executives and volunteers removed
- No longer reporting to EB
- No longer creating a year plan
- No longer a PTM

In evaluating the role at the end of my term, I found that the Advocacy Project Assistant was doing the work of PTMs – events, campaigns, promo – but without the same level of support. So, I created what is called the “Advocacy Ambassadors”. This includes two executives supervised by the Advocacy Project Assistant, and a volunteer base that can be hired as needed. I suspect these volunteers will be hired every year at the end of August or beginning of September to help with Ed Team campaigns. Given that this position now supervises other roles, the name was changed to Advocacy Coordinator.

This Advocacy Coordinator still does not report to EB, and they do not create a year plan. However, I think this person should attend PTM training so they get management training. Talk to your Board about this one, but it might be beneficial for them to attend SRA training as well, since they will interact with the SRA a lot for advocacy campaigns, and Policy Conference.

With the creation of the Advocacy Ambassadors, it does not mean that the standing committees shouldn't take part in campaigns and events. Their creation was to

provide more volunteer power for yourself, so the standing committees are not overburdened.

Finally, hire the executives in June or July so they can start planning campaigns with the Coordinator for the year.

President

Technically, the President sits on the team based on the operating policy. Chukky did not come to meetings (I didn't invite him) but I kept him in the loop when necessary.

Full Time Staff

Michael Wooder - I definitely worked with Wooder the most out of all of the full-time staff (including the BoD, probably). Don't be afraid to lean on him for support with Government Relations, Communications, Promotions, anything. I often used Wooder to help me when literally no one else would or could. He is also a really great person to have any sort of discussion with - if you have a small or big idea, run it by Wooder to get his perspective as he will often make it better. Wooder should be helping you set up the advocacy meetings you have with local representatives. Let him know he doesn't have to make briefs for all these meetings, that your RAs will help; but make sure it's well defined who helps prep for which meetings. The Advocacy Coordinator and Advocacy Ambassador Promotions Executive will also work closely with Wooder.

Communications Officer - Sarah was the SOP I worked with the most. Similar to Wooder, the comms officer will make your life a lot easier. Haley will be excellent this year. If you need a video (and if you think you need a video then you probably do), try to give her absolutely as much notice as possible. With Sarah, I would also at times use her to help edit some of my written work, do design work (especially for reports and budget submission publications), or generally help me come up with a communications strategy for something I was working on. Everyone knows how great she is so they try to monopolize her time - make sure you give her advanced notice when you'll need her. The Advocacy Coordinator and Advocacy Ambassador Promotions Executive will also work closely with Haley.

John McGowan - Out of all four BoD members, I interacted with John the least just due to the nature of the role. However, where I found John really helpful was historical perspective, personnel issues, or when I was wearing my Corporate Officer (rather than VP Ed) hat. He is also extremely busy most of the time, so give him as much notice as possible if you need him for something.

Emma Ferguson - Emma's primary responsibility is to provide administrative support to the Board, John, and the SRA. If I ever needed to book a hotel, rent a car, or book flights, I would ask Emma to help with that. Emma can also help you for other things, such as taking meeting minutes, paying an invoice, booking a room, or scheduling a meeting with a University partner. I would only ask Emma's support for the latter if there were multiple parties involved with the meeting, or multiple Board members. I never asked Emma to take meeting minutes, but she took Ed team minutes in Blake's

year. Because of my PTM experience I was used to doing a lot of this stuff myself, but don't hesitate to ask for support if you need it - especially for things like paying large invoices. It's better for it to get done on time through Emma than delayed on your to-do list.

Victoria Scott - Victoria's role is meant to provide administrative support to Executive Board, the SRA, services, health & dental, and key cards. For all EB-related things, I would go to Victoria. I would also enlist Victoria's help if I ever wanted to make a change to an operating policy or bylaw. She, alongside the AVP Internal Governance, can help you with the language and historical context for changes you want to make to the MSU through the Ops and Bylaws.

Underground Staff - all of the designers at the Underground are very talented and also very busy. Atherai coordinated almost all my design work for me, but Wooder can also help with it. Dave Dedrick, the manager of the Underground, is a gem. You/Advocacy Coordinator/Wooder can contact him directly for design work you want, only because it's for a Board member. Services usually go through Emilia for their work. Make sure you open a standing order (Scott/Wooder can explain this to you) there via Educational Initiatives, that way your AVPs and Advocacy Coordinator can use the same account, and Wooder can just give them the number if he's doing it for you.

Maddison - For anything related to HR, I would go to Maddison. She was a great help when a staff member quit this year. Also, any time I needed a job posted (OUSA delegate, RA, Advocacy Coordinator), I would ask Maddison to do so. She has copies of all interview questions, so you can ask her for them. If you make changes to interview questions, make sure you send them to her so that she keeps them on record. She can also help you in designing interview questions. For paid staff, I would have Maddison organize the hiring board with interview times, as well as send offers and rejections to candidates. For volunteers, I would do it myself, but she would still collect the applications and send it to me.

Ombuds - with Sean van Koughnett, you will sit on the Ombuds Management Team. You probably have already started meeting with Sean about this. Read up the terms of reference. I also had David create a summary of Ombuds Offices across the province, so give that a read too. The continued issue with Ombuds is that Carolyn is 0.8 FTE, and has consistently noted a high workload. Currently, the budget for the office is split between the MSU and Student Affairs. There has been conversation about the GSA also contributing to the Ombuds Office, but never come to fruition. Technically, Student Affairs is meant to contribute on behalf of the GSA as it is included in their agreement for the fee they pay to Student Affairs.

Academic Affairs Council

Academic Affairs Council (AAC) consists of yourself, the AVP University Affairs, the Macademics Coordinator, and all of the VP (Academic) or equivalents of each faculty society (Arts and Science has two). In the end of summer, I sent out a form to all AAC members asking them to input their platform points to see if we could work on

anything together. Next year, I suggest you meet with each one individually prior to your first meeting in September. It was difficult to work with AAC on projects because they would rarely bring their own ideas to the table, so I would try and do projects with them. This was also hard because they were Ed Team projects (i.e. TextbookBroke) and that would result in my having to coordinate two separate groups.

One thing you should be using this group for is to coordinate the Peer Tutoring Network - asking the VP Academics to promote it as a resource and somewhere that students can access tutoring or become tutors. This year, some of the subsidy funding has run out, so meet with Gina Robinson about that and figure out what the next steps are. You can also use this group to critique your policies prior to Policy Con. Otherwise, it is also helpful for the Macademics Coordinator to reach out to faculty societies when planning events for the Course Wiki or course evaluations.

Macademics

Blake created Macademics last year. It was mainly an amalgamation of things that were previously done by the MSU independently. This included teaching awards, the Course Wiki, and promotion of course evaluations. They also created a Resource Hub last year of academic resources for students.

You may still work with Angel closer than many other PTMs. You will be involved in the Teaching Awards Ceremony by likely presenting the OUSA Teaching Award. The Teaching Awards are a great way to get academic advocacy accomplished. This year, I made the OUSA Teaching Award criteria about someone who uses OERs. Be sure to let Angel know that you can still be a resource for her, even though you don't supervise her directly. As well, she will sit on AAC, as noted above.

SCSN

The service that you'll likely work closest with is SCSN. The SCSN Coordinator has flipped supervision between the VP Ed and VP Admin. I firmly believe you should not have services reporting to you, since the Ed Team does not do service delivery. It will be important for the SCSN Coordinator to have a good working relationship with both the AVP Municipal Affairs and yourself, as they are often in contact with the Ward 1 Councillor and with the AWWCA and AWCA. This year, Manny left a large document outlining his vision for the future of SCSN. I left it for you to read. This is closely tied with our advocacy for mediation services and City-funded peer bylaw enforcement. You will need to start including SCSN in the conversation with Chris Murray about future funding.

Make sure you check in with Rohan frequently to ensure he is aware of the MSU's stances, and align our advocacy efforts with his service delivery.

President's Page & Communication with the Student Body

I wrote in the President's Page quite often, but my primary mode of contact with the student body was through the MSU Advocacy Facebook page and twitter account I created. My reports to the SRA were also very detailed. Past VP Eds have written blogs on the MSU website monthly. I do think you should use the website much more, and make sure update it with our projects, such as TextbookBroke, etc, and then archive it. Haley can help you with this. I suggest you talk to Wooder and Haley, and your Board as a whole, with how you'd like to best communicate. There is a difference between you communicating as a student representative, and promoting what your department currently doing. Again: **always keep Wooder in the loop with your communication strategy**. This is one of the biggest pieces of advice I can reiterate to you.

For President's Page specifically, Wooder likes to meet with the BoD after your weekly meetings, and there you will discuss anything you want him to know, as well as the President's Page. You will do the President's page by Tuesday usually, and the PR Assistant will edit it for you and send it into the Sil. Just a general note for these meetings - it's always good for the Comms team to know as much as you can tell them. It's their job to make you look good, so don't be afraid to be upfront with potential problems that might come up. They can always handle things better if they know about them in advance.

Also, a small tip on getting something into the Academica Top Ten (wasn't sure where else to put this): ask Wooder to email them or submit it to their website. Don't wait for them to find you: show them!

As you know, I redid the website this year and created new pages for all the ed team standing committees. I made us pages under the advocacy tab because the work we do is more external than the rest of the standing committees, and we should be more transparent about it. Please update the website! I had asked you, David, Urszula, and Atherai to do that before your terms ended but I don't think you did, so get your new Advocacy Coordinator to work with Haley to update the website with last year's content, archive it effectively by putting it into subpages, and create new pages with content for this year's projects. Get your AVPs and Advocacy Coordinator to update the site frequently. For people who are brand new to advocacy, the website is where they go for information. Also a note about the website, if you go to a page frequently, create a redirect for yourself! They're a lifesaver. I made msumcmaster.ca/ops, and it goes to the Operating Policies page because I go there so often.

Finally, remember that you are the steward of the MSU brand to external organizations. Make sure OUSA and UCRU are using our logo properly, use Gotham when writing external letters, etc. It might not seem like a big deal, but the proper use of our brand is part of what makes the MSU look so professional and put-together. Download the Gotham font pack - there's about a dozen of them - onto your laptop so you can use it when you're away. You can ask Dave from the Underground for a copy of the MSU brand guidelines document so you're familiar with them. If ever in doubt, ask for Wooder or Haley's help.

Valedictorian

This was one of the least favourite parts of my job. I wish I had actually read this part of my transition report. First of all, READ THE OPERATING POLICY ON THIS. There are two ceremonies:

Fall Valedictorian - you will go to some meetings and read some portfolios. It is coordinated by the School of Graduate Studies. If you can, ask an SRA member or AVP to do this for you. If I recall, you did this last year.

Spring Valedictorian - I believe I set a reminder on your calendar, mid-January, to begin this. First of all, you will need to decide on when everything is due for valedictorian nomination packages. There are guidelines for this in the Operating Policy. I had them due the end of March. Next year, you should set it several weeks earlier, preferably before reading week. Secondly, you should email these dates to each faculty's Associate Dean Academic, with an explanation as to why it's earlier, remind them to set up their committees, and ask them where they would like the nomination packages dropped off. You can then update the information in the document you can find on your server, "Valedictorian Nomination Package". As well, you need to find an SRA member, a MAPS member, and a GSA member to sit on each faculty's committee. Do this as soon as you possibly can and communicate their names and contact information to the Associate Dean Academic or whoever is coordinating it from their office.

When you've updated the package, have Wooder or Haley put it up online at msumcmaster.ca/valdictorian, and print out copies for the front of the MSU office.

When you have the names of the valedictorians, ask Wooder to write an article for you on the MSU website OR have the McMaster Daily News do it, and send the information to Rachel Huang, Patrick Deane, Gord Arbeau, and the School of Graduate Studies. This must be sent to them by the date indicated in the Operating Policy.

I used a document called "Valedictorian Information and Details" to organize myself. Some of the FAQs I answered are there. I also made the express decision to allow Graduate Students to be eligible for Valedictorian this year. Most of the Faculties didn't differentiate, and it made the most sense given that there is GSA representation on the committees. Also, this year Medical Radiation Sciences students joined the Faculty of Science convocation, though they used to graduate with Nursing students. None of the faculties seemed to be aware of this except Nursing, which made coordinating the committees very confusing. Make sure this stuff is sorted out as early as possible.

If at all possible, if you have any extra time, I'd suggest trying to get this removed from the VP Education's portfolio. Maybe, if not that, at least task parts of it to your Advocacy Coordinator. It is seriously time consuming, a lot of students ask questions that you will not know the answer to (can this be double spaced? Can my reference be a prof who has since moved to Western? I don't know!) and you will be frustrated.

Finances

You have a few important budget lines:

6604-0305 – Educational Initiatives. Write this down and put it on a sticky on your desk – this is the code you’ll use for just about everything. You will share this with your AVPs, Advocacy Coordinator, and general your education team. I didn’t keep track of how much I spent very often – be sure to be more diligent about this. Atherai was more diligent, but your Advocacy Coordinator will not do all the spending. This is also the budget line I used to fill my Presto Card when travelling for OUSA SC meeting (load it at Compass using a PO), and the budget line I used for the Underground standing order.

6595-0305 – Election Awareness. This is a separate budget line for MacVotes-related stuff. You will notice that your Educational Initiatives line has less than mine did, but you have significantly more in Election Awareness. Use this line the same way you use the Educational Initiatives line, but only for MacVotes. You will need a separate PO with the Underground for it, otherwise they will automatically charge your 6604-0305 standing order. When you are working with the VP Finance to set money for your successor, keep in mind they will have to run MacVotes for the federal election. I suggest that the same amount of money be allocated for your successor as it was 2015-2016 (Spencer Nestico-Semianiw’s year).

6616-0305 – VP Education Expenses. Basically, put meals, gifts, etc. here. It is a discretionary spending line for you, but don’t abuse it. Sometimes if I was late for a meeting and I Ubered to campus, I would use this line to reimburse myself. Basically, any unplanned expenses that didn’t fit well into another line. This year I had a problem where if Kevin didn’t know where to put an expense, he would put it into my personal expense line. This resulted in me going almost \$2000 over the limit in the line. Make sure you are keeping up to date on how much is in all your budget lines and aligning the actual amount with what you are tracking. You can ask Maggie for updated amounts anytime.

6901-0305 – Board Travel and Conference. You will use this budget line primarily for OUSA GA and any travel with the Board. Blake used this for her SC travel as well, but Tuba wanted me to use Educational Initiatives for that i.e., any solo or Ed team-only advocacy travel. Ask Scott what budget lines he would prefer you use for what. You will use this the most, it will feel almost like it’s your personal budget line. Write this down on a sticky as well. Most conferences and mileage will go here.

5905-0305 – OUSA Membership. Email the Registrar or UTS (you can ask Deb who I emailed last year because I don’t remember their name from UTS) to ask them about how many people have paid the MSU fee, including part time students that have transferred and SAS students that are considered full time (it’s different than “Full Time Students”, so don’t ask for that). That will determine our fee for OUSA. Deb will send you an invoice, and you can ask Kevin to help you with paying it.

You probably aren't as familiar with finances as I was coming into this role, so here are the basics. There are two types of purchase orders:

- 1) Internal. Use this for your standing order at Underground, when you fill up your Presto at Compass to go to Toronto, when you take your staff out to TwelvEighty for lunch, or anything else internally. You can also use it for McMaster departments if Accounting has a code to do an internal transfer to them. The white sheet (on top) gets filed in accounting. I kept my own folder of white sheets, and at the end of the year I gave it to accounting. The yellow sheet goes to accounting, and the pink sheet goes to whichever business unit is being paid. You also use this when you need the credit or debit card. Make sure you tell Kevin several days in advance when you will need the card, and how much you plan to spend on it so it doesn't get maxed out. Don't forget to keep *all* the receipts when you make purchases using the card. If I went out with the Board, the VP Finance usually held onto the card. Keep in mind that your Advocacy Coordinator and AVPs have PTM-level budgetary authority over 6604-0305.
- 2) External. This is a PDF online. I would use it if I ever needed to pay someone outside of McMaster. For example, I would fill out an External PO if Waterloo Feds billed me something for UCRU, or to pay our OUSA membership. When you fill out an External PO, send it to Kevin and Scott.

The other thing I'll mention here is taxi chits. You can take chits from Sean, they're in his office. All you need to do for these are fill out your location and destination, write "Executive" when it asks you what line to pay from, and sign. When you call the company, be sure to tell them that it's a taxi chit (they'll ask you for your name, soon they'll ask, "Is this Stephanie?"). When you get in the cab, sometimes they give you a hard time about the stamp on the chit (it's useless if it's not stamped). We stamp ours on the back, so be sure to point that out. It's always a good idea to have a few extra chits - sometimes you're running late on your way back from Toronto and don't have time to take a bus from Aldershot to campus, or maybe you forget to get one and you're leaving before the office opens - always good to have some on you! In addition, you can set up a corporate account on your Uber, and add the MSU credit card to it. This is not something you should do ideally, because it becomes easy to abuse it. If you do this, make sure you are still filling out POs prior to when you use Uber. It's just a lot easier than reimbursing yourself. I did this when I went for Lobby Weeks in Toronto and Ottawa, because I would often Uber between meetings. Make sure Kevin knows when you are going to do this, otherwise he will freak out and think the card was hacked.

Last in this section - reimbursements. Keep all of your receipts for any costs you incur in which you pay out of pocket (both an itemized receipt, and a debit/credit receipt). Then you can fill out a reimbursement form (blue, in the office), ask Scott to sign it for you, and accounting will cut you a cheque the following week. I did this as I went along - DON'T save it all for the end of the year. This is also the sheet you will use to reimburse yourself for mileage. Only the VP Finance can sign reimbursement forms.

Policy Conference

I'm going to copy most of this from Blake's report:

As you know, Policy Conference occurs twice each year, and exists to debate and pass three new or revised policies into the MSU general policy bank. Outside of the conference itself, Policy Con is more like a year-long process because of all of the research, writing, logistics, and promotion that goes into the event.

There are two things that I would do right away:

- 1) Assign each of your APRAs to head up the development of a specific general policy. Other the summer, they can begin working on primary research and developing the research pack. As we discussed, the preliminary writing for the paper assigned to your Municipal Affairs APRA can be done in the summer to save their time during MacVotes.
- 2) Decide the dates for the Policy Conference *each term*, book TwelvEighty, and communicate the dates to the entire SRA and your Education team. In bylaw 3, it is *mandatory* for SRA members to attend the Policy Conference. Be sure to communicate this to SRA when you tell them the dates; it is essential that they book them off. If someone cannot attend for a legitimate reason, it is up to you to decide how they can make that up (I would ask them to provide written notes and commentary on each of the policies by the Policy Conference, personally).

Selecting Dates

This year, Policy Conference was held the sunday before the penultimate SRA meeting each term. Last year, Policy Con was the day before the penultimate SRA meeting - don't go back to that model. Then, when you decide on dates for the Spring and Fall General Assembly at OUSA Strategy Conference, you can tell them that Mac will not be able to make either weekend, and they'll schedule it another time. This way, you can hold Policy Conference and take a lot of time to implement the feedback from the conference itself.

Selecting Authors

Each APRA will head policy development, but they themselves are not meant to be authors. You should ask each AVP on your team to send 1-2 authors from their committee, depending on the policy (for instance, you'd want more from Municipal Affairs on the Housing policy, but more from Provincial and Federal Affairs on the Tuition policy). I would highly encourage your AVPs to author a policy once each term, and yourself as well. For committee members, authoring a policy is a great opportunity for them to grow their skills and understand advocacy, but it's important that they have experienced authors like AVPs and VPs to look up to and ask questions of throughout the process. Do not allow your Advocacy Coordinator to author a policy, as they will be too busy with logistics on Policy Conference to really participate. As well, authors **must** attend Policy Conference.

Deadlines

It's a good idea to set deadlines earlier than they are actually needed, for obvious reasons. We would set three deadlines for each paper: PCRs due, body text due, and final draft due. Ideally, each author is writing 2-3 sets of PCRs, so the burden should not be too large. However, for first-time authors, it may be difficult to get the hang of the PCR and policy-writing process.

You can go over deadlines at the Think Tanks. Ideally, Think Tanks take place about two weeks before the first deadline. At Think Tanks, the APRA will go over the research pack with the authors, and plan out the sections, as well as assign them to specific authors and answer any questions they may have.

Pre-Registration

From here onwards, the Advocacy Coordinator took the lead. Around the time you open registration, you'll want to make sure you've talked to Rick from **TwelvEighty** about how many people you estimate will be coming (around 65), and **AvTEK** to ensure they can set up a screen, projector, and microphone.. You also will need to **book rooms in KTH that have projectors** that you can connect your laptops to (Blake used KTH B101, B102, B103). If you want to try another location, definitely go for it, but make sure projectors are available. You will need the codes for the projector, so make sure you have those in advance. Again, I'd assign this to your Advocacy Coordinator to coordinate, in advance of registration.

Registration

I opened registration about four weeks prior to the conference, and closed it after two weeks. Be sure to ask Rick the last possible date that he needs dietary restrictions, and set that as your closing date. For registration, you can look on the site to see the survey we used in the past. We require signing in to the site for our surveys, which is helpful as you receive emails and can ensure that only McMaster students register. We would typically ask for name, program, faculty, and year as mandatory questions, as well as dietary restrictions, if they require any accommodations, if they've previously attended policy conference.

Quick note on dietary restrictions, which you may already know: TwelvEighty cannot do Kosher meals. If someone requires Kosher, make arrangements in advance.

We also typically have an optional section if there are papers that correspond to a specific group (for instance, for Indigenous students, we asked students to self-identify). The reason is to see if we are actually reaching people in that demographic at the conference. It's also helpful for you to look part-way through and see that outreach to a specific community is or isn't going well. If you check out the server, you'll see some pretty intense spreadsheets that I used in order to track who was signed up. I also frequently checked to see if SRA members and paper authors had registered, and messaged them to do so if they hadn't.

Promotion

We did pretty typical promotion for Policy Con: we did posters, screens, Facebook, Twitter, etc. Definitely encourage the SRA to promote the event, and try to get them to sign up a friend. One thing you might consider doing is a video – I didn't, but they tend to be wide-reaching and might be an easier way to actually explain what the conference is and why it's useful to go. **Talk to Wooder about promotions at least two weeks before you want to open registration.** I also think you should better engage clubs and faculty societies in Policy Con. Have Ed Team members go to their meetings and talk about the importance of advocacy and policy – I find when people learn what the topics are, they're more interested (what do you want for the future of tuition? Come tell us! Do you hate your student housing? Why? We want to know!). Make sure you're doing this for interest groups that are directly affected by the policies.

The website is msumcmaster.ca/policycon. I created a subpage for each conference, but the main page should just be updated each time with the date, a link to the survey to register, the new artwork, and new policy topics. The subpages aren't important until later (see below). Make sure you archive my Policy Conference pages and put information relevant to your policies on the main Policy Con page.

Post-Registration

Once you've gotten everyone registered, congratulations! You're going to have a Policy Conference!

Now it's time to communicate with delegates about the day itself. Remember, the Advocacy Coordinator can do all this. On the subpages aforementioned, I would post five documents:

- 1) The schedule for the day. You can update a past schedule, Haley has a template of this, just send her your new times and locations.
- 2) Policy Conference information guide. Sarah also has the file for this, so you can ask her to update the date, and maybe the acronyms if you're doing a specific paper with a lot of new terms.
- 3) The 3 policy drafts.

I would send this out to delegates at least a week in advance to the conference, and let them know to ask you if they have any additional questions. You can remind them of the time and location, suggest they read over the papers, and emphasize the PCRs as the most important aspect. Make sure the policy drafts are completed at least a week before Policy Con. This is the final deadline for the final drafts, and no more editing should happen until after the conference.

This week will also be busy for you as you gather materials. To make it a bit more formal, you can have folders for each of the attendees, which you'll need to fill with

the documents as listed above (but not the policy drafts if not requested). You'll also want to print out extra copies of each policy draft for the authors that will be leading sessions. There should be plenty of Policy Conference pens as well. If you want to order additional Policy Con swag, be sure to do this way ahead of time.

Finally, nametags. The Advocacy Coordinator and their execs need to split all the delegates who aren't authors into three groups, and decide the rotation. Once you've done that, you can send a spreadsheet to the Underground or to Haley with the names and groups. Also send her what you want on the back of each nametag, depending on the group. She has the templates from last year and will be able to print these for you. We get the nametags from Staples, there should be quite a few extras lying around.

Conference Day

Make Breakfast & Registration at least an hour so that people will slowly come in and you can check them off. I would print a list of everyone's name, their group, and whether or not they requested a paper copy of the papers. Then your Advocacy Coordinator can check them off as they come in.

Next is Orientation & Training. You should be able to find my old presentation on the server that I used for this - feel free to personalize it and add/subtract information as you see fit. Really it's just important for delegates to understand what the MSU Advocacy department is, what policies are, how they developed, what their role is as delegates, and what will happen after the conference is over. In addition, talk to them about the impacts of advocacy and ways they can get involved. Ask Haley for the MSU slideshow template so you can put it on that. I used some ugly PowerPoint default because I forgot to get the template.

In Paper Overviews, select one person from each paper to do this. It could just be the APRA that is leading development of each paper. They should spend 10 minutes or so going over the PCRs.

That leads into breakout sessions! If you have a lot of authors, they don't all need to be leading breakout sessions, it's best facilitated by 2-3 people. Make sure your APRAs are there to take notes based on the feedback of delegates. Personally, I didn't like having to run sessions, because I liked ducking in and out of sessions to hear the discussions. But it's up to you what you want to do!

At some point, you'll have lunch. Pretty self-explanatory. Keep in mind that people leave at lunch, so try and incentivize them staying.

After the breakout sessions, you can do a quick wrap-up session, and consider doing a physical feedback form. It's really hard to get people to do them online - at the last conference, I emailed them out while people were there on their laptops, and they still didn't fill them out. For feedback, look at my online feedback form on your Office Forms account - typically how they felt each session of the day went, what we could do better, what went well, etc.

In the past, they've done a Guest Speaker. Feedback from that conference indicated that people did not enjoy the speaker, and that they wanted more time for breakout sessions, so we removed that aspect of the conference.

Post-Conference

After the conference, there will be a lot of paper editing. I know you're familiar with this aspect, having previously been an author. From a VP Education perspective, there isn't much to do at this point unless you're an author. If it's possible, ask your authors to send you the papers by the Monday evening, leaving a full day to edit, however most of the editing should happen immediately after Policy Conference. That way you can officially put them on the SRA agenda. As you know, if there's contentious feedback, it's good to put *options* in the paper that the Assembly can vote on, i.e. "motion to Strike Option 1 from Recommendation X" during the actual meeting.

Regardless, you'll want to add three delegations to the agenda, so you can go over the changes to the papers with the Assembly. It is also a good idea to amend the agenda so that the vote for each policy is directly after the delegation, that way it will be fresh in the Assembly's mind. If your authors don't get the papers to you in time to officially add them, circulate them beforehand via email, and bring some paper copies with tracked changes to the Assembly as well.

Assembly

At the SRA meeting, each set of authors will go over the policy with the Assembly, focusing on what they changed based on Policy Con feedback. During the debate, it's nice to have someone on the laptop showing what changes are being proposed. Policies are long, so it's hard for everyone to follow along. After debate, the policy will be passed! Congratulations! Policies! You'll also need to rescind any old policies. This is important for you to know: the SRA is only passing the *Principles* and *Recommendations* in the paper - which take the form of the policy statement at the end. The concerns and body text can technically be edited afterwards, though this is not something that you should do.

Next steps

After this, just follow up with Emma or Victoria to ensure that policies get on the site (otherwise they won't go up), and continue to collect feedback on everyone's experience for next time. Then jump into the next round. I killed the Maroon papers this year. You can resume it if you want, but it's just more logical work nobody wants to do, and I don't believe has the impacts we want.

Summary of Timeline

You don't have to use this, but here's a general outline of what I might do if I were in your shoes - I hope you find it helpful. The SRA meeting schedule isn't up yet, so I

made some guesses. Regardless, work back from the date of the penultimate SRA meeting when setting policy deadlines.

By August 1	<ul style="list-style-type: none"> - Communicate Policy Con date to SRA - Assign APRAs to papers - APRAs build research packs and do primary research
Early September	<ul style="list-style-type: none"> - Select authors - Book TwelvEighty - Book AvTEK - Book rooms in KTH
Monday, September 17 - Friday, September 21	<ul style="list-style-type: none"> - Hold Think Tanks - Talk to Wooder about promotions strategy
Friday, October 5	<ul style="list-style-type: none"> - PCRs due
Friday, October 12	<ul style="list-style-type: none"> - Registration opens
Friday, October 26	<ul style="list-style-type: none"> - Registration closes - send dietary restrictions in to TwelvEighty
Saturday, October 27	<ul style="list-style-type: none"> - Rough body text due date
Saturday, November 3	<ul style="list-style-type: none"> - Final due date for policies
Sunday, November 4	<ul style="list-style-type: none"> - Send draft policies and other information to delegates
Sunday, November 11	<ul style="list-style-type: none"> - Policy Conference
Tuesday, November 13, noon	<ul style="list-style-type: none"> - Send in notice of delegations and if possible, final drafts of all policies
Sunday, November 18	<ul style="list-style-type: none"> - SRA meeting - pass policies

Policies

Here, I will point you to some resources for your upcoming policies, as well as my general thoughts on the topic if relevant.

Student Housing in Near-Campus Neighbourhoods

For this, you're going to need to get exactly up to speed on what the Rental Housing Subcommittee is doing, and what its future plans are. This policy is also good to house our stance on the bylaw program, as well as critique existing bylaws and propose new ones.

Tuition & Post-Secondary Education Affordability

I'd rename this to *Tuition & Financial Aid*. You'll need to find out exactly where the province is on the tuition framework rewrite. This is also where you can put forward a policy solution for program-specific OSAP. Think about debt forgiveness, the price of tuition itself, and more. You probably don't need to go into the specifics of university funding here, unless your authors want to propose free or reduced tuition. You don't need to focus on international student tuition here, because that would fit well for the year after when International Students is rewritten. You can go about this policy

one of two ways: write it before the OUSA tuition policy has been written, and fight for the approved MSU stance at the GA. Or, you can fight for what your delegation thinks is best at the GA, and then align the MSU paper with the OUSA paper. There are pros and cons to both methods!

Racial, Cultural, and Religious Equity

I'm really glad you're writing this paper! There's not much to say here, other than try to get creative with municipal-facing asks. I think there's a lot of room for it in this paper, including recommendations to Hamilton's Anti-Racism Resource Centre. There's also a need for more racial diversity within almost all programs' curricula. The Equity and Inclusion Office and the Chaplaincy Centre will be a great support in the writing of this paper.

University Accessibility

Before writing this, you should probably have an RA go through the entire policy bank and list all the standing recommendations we have that relate to accessibility. We address it in almost all our policies, so you want this policy to touch on areas that are not addressed in others. I think that will mostly be physical accessibility on campus.

State of the Union

Wooder will tell you, on day 1 open a blank document, and keep track of everything you're working on for SOTU. Do it! The Vice President Education does the most projects and we tend to take up a lot of space in SOTU (I think I wrote double what any other Board member did last year). Be respectful of the deadline that Wooder sets for you in completing this, as he spends a lot of time editing and ensuring the document is perfect. Give yourself a lot of time to work on it - it's like writing an extremely long SRA report.

The SOTU can also be a great resource for you to see what we worked on last year, in case it is not covered in this report.

MacVotes

I did not do any MacVotes campaigns, because there were no elections during my time as VP Education. However, Spencer worked on a federal version of MacVotes in the fall of 2015. You know that you have 2 MacVotes campaigns to run. I also have updated the McMaster Election Plan, and there should be a copy with my tracked changes in my folder. Give it a read. I don't believe I added the OCE, but Dave expressed interest. The parties involved will need to approve it once you call a meeting of the group. For the rest of the info for the campaign, I am going to copy and paste Spencer's section on this from his transition report. He refers to the Advocacy Coordinator and Advocacy Street Team - obviously, those roles are slightly different now.

For the 2015 Federal Election, the MSU probably put forth its most comprehensive and successful MacVotes campaign. This was entirely the result of the hard work of the Advocacy Coordinator and Advocacy Street Team. I'll now go through everything that was done for the MacVotes campaign.

First, the MSU had a fantastic partnership with Elections Canada. This was the first year Elections Canada was doing a pilot of having satellite polling stations on 40 post-secondary campuses across Canada. McMaster was chosen to have one such polling station, so we worked with Elections Canada on staffing the station with students by promoting the jobs before the election, as well as advertising the location. This polling station was located in Celebration Hall, and was present for four days the week before the election. Overall this initiative was incredibly successful, and led to over 1900+ voters casting ballots during those days. I would say however that for future elections more emphasis should be on placing the polling station in a better location. Celebration Hall is not a high flow through area for students, and if the polling station was in the student center for instance I think we could have had thousands more voters. Thus, for the next federal election I'd encourage the VP Ed to work with Elections Canada and the university to try and have a) more polling stations, and b) polling stations placed in better locations.

Aside from this, the MSU held multiple events to encourage student voter turnout. The MSU worked with a club to host a professor panel discussion in Gilmour Hall to discuss election issues, had a 1280 election social, hosted a live airing of an electoral debate in Clubspace, and hosted an election after party in 1280 where students could watch the election results live. These are all events that were planned with the use of Avtek, room bookings, food purchases, and social media promotion. They were all also very successful and well-attended. In addition, the MSU held its standard all-candidates debate in the MUSC atrium. The debate was attended by the Conservative, Liberal, and Green candidates (NDP dropped out last second), and consisted of students and the MSU asking questions to the candidates and live streaming the debate.

In addition, I think the MSU's promotions strategy was very successful, as it was extremely multi-faceted. The MSU had their MacVotes website, which contains information on candidates, the MacVotes campaign, and polling times and locations and what students need to bring. The MSU releases several promotional videos, hundreds of rave cards, Infographics, student blogs on why they were voting, hundreds of lawn signs, MacVotes t-shirts, and lanyards. All of this material was labeled with information on when, where, and how to vote, and helped solidify this information to students. In addition, we supported all of this with consistent social media promotion, broken down platforms, interviews in local media, and were even picked up nationally by the CBC.

Finally, on voting day itself the MSU promoted the polling station that was located at Les Prince Hall. Again, it was unfortunate that the only polling station on-campus was located at one of the farther locations from where students usually are. We still have over 500 students vote at this location, as we positioned student volunteers to count the number of students. In addition, we also worked with the university to make it

easier for students to change their address on MUGSI so they could easily print of the necessary information they needed to vote.

Overall, the next major election won't occur for around two years with the municipal and provincial elections, and I would recommend working with Wooder to get up to speed, as he is the best contact who was heavily involved with this work. By the time you read this you'll probably be well underway in your planning for MacVotes Provincial. Try and do a video and keep the OUSAVotes campaign running, while tying in the MacVotes campaign. See if Communications and Public Affairs will do more broad communication about the campaign for you.

For the Municipal election, get started by reading [this document](#). This will help inform the information you have to give to students. You obviously know that we have had a hard time getting a polling station on campus for the municipal election. If necessary, go to the City Manager and get him to mandate it.

University Advocacy

University Administration

You'll often find yourself meeting with, or needing to meet with, the University Administration. One tip: use the [Faculty and Staff Directory](#) to find people's emails, extensions, official titles, etc. It's so helpful! I couldn't possibly cover everyone in this report, but there are the big names that you should definitely know. Outside of this, you'll learn and you can always ask if you have any questions.

Here's who I worked with the most:

Patrick Deane, President

Ikram will meet with Patrick about once a month, so you can always let her know if there's something you specifically need from him, but there wasn't really anything I needed to discuss with him outside of Admin Con. The only thing I met with Patrick for outside of Admin Con was to talk about Indigenous student issues with CISSA, though Patrick will take a meeting with you whenever you ask. Patrick is also really into provincial politics, so you can talk to him about it whenever.

Esme Davis, Advisor to the President

Esme works in Patrick's office and advises him on many different files. I met with Esme to talk about Indigenous student issues. She is really great to work with and I would definitely suggest forming a positive relationship with her at the beginning of your term.

David Farrar, Provost and VP Academic

Your board should take David out to lunch in the summer to chat with you about your platform points and your goals. David will be involved with SMA negotiations, the tuition framework, and funding formula, so make sure you're talking to him about those things. He is also working on a review of academic regulations, which may have large impacts for undergraduates. David came from UBC and U of T, so he has experience in institutions that are much bigger and more robust than McMaster. David basically runs the school, and supervises Sean van Koughnett as well as Arshad Ahmed. I strongly suggest you set up a monthly meeting with David, the same way Ikram has with Patrick.

Mary Williams, VP University Advancement

Don't tell anyone, but Mary is my favourite VP. Mary's job is to oversee University Advancement, which is a rather large portfolio that consists of Alumni, Government Relations (now called the Office of Communications and Public Affairs), and Development. Generally, Mary will invite you to go to events with her. She often engages with political affairs through GR, so you might chat with her about

community relations. On a personal note, Mary was an excellent mentor for me. If you are interested in a particular career path, she might be a good person to talk to – she knows a lot of McMaster grads in interesting careers across the province.

Alex Lawson, Executive Advisor on Public Affairs

Alex essentially runs the Government Relations department of the University. She reports to Andrea Farquhar, who is the Assistant VP of Communications and Public Affairs (she reports directly to Mary). It's a good idea to keep Alex in the loop if you know of anything happening on campus related to government. She may also invite you to events from time to time – I got to know the GR department well this year through these types of events. It's worth it to understand what types of strategic items that GR may be working on at any given time. Maintaining a good relationship with McMaster GR inevitably lends itself to increased access to politicians and raising our own profile. In addition, we often share opportunities with GR. When I brought Andrea Horwath to campus, I told GR and they met with her afterwards. Continue doing things like this, and they do it back. You can also ask Alex for her opinion on your advocacy week priorities, or for tips on advocacy strategies. Let her know when you'll be in Toronto and Ottawa. She invited me to Ottawa for McMaster's advocacy day to lobby with them, but I was unable to go because it was at the same time as OUSA lobbycon.

Roger Couldrey, VP Administration

I rarely worked with Roger, but he does oversee Dee (the Chief Financial Officer and Assistant VP Administration) and Mohammed (Assistant VP and Chief Facility Officer), and he attends Admin Con. It may be worth chatting with him about the University's capital plans – our master plan for space, the ongoings of the graduate student residence downtown and the new buildings on Treymore, the transit hub, Hospitality Services, etc.

Rob Baker, VP Research

The only times I met with Rob Baker was during the Indigenous-Administration Consultation Committee meetings. If you're interested in pursuing more research opportunities for undergrads, he would be the person to go to.

Sean Van Koughnett, AVP Students & Learning and Dean of Students

Sean is undoubtedly the administrator you'll see the most. Last year, he gained the title "Dean of Referenda" by some. You'll see Sean at Student Services Advisory Committee (SSAC), which I'll discuss more below. Sean oversees the Indigenous Student Services (ISS), and directly oversees James. Sean and I would chat quite a bit about Indigenous Affairs, and obviously about Ombuds. Sean also sits on OSCA, which is the Dean of Students version of the COU. It is worth it to discuss with him what their priorities are and how OUSA may fit into that. Sean oversees SWC, SAS, Athletics and Recreation, and the SSC. As well, he deals with International Student Services, which I'm sure you will discuss with him in detail this year. He also oversees

Allison Drew-Hassling, who heads the Student Support and Case Management office. When the Dalewoodstock “fiasco” happened, he had the students’ back and we joked about the whole situation, to give you an idea of his personality.

Arshad Ahmad, Vice-Provost (Teaching & Learning), MacPherson Institute

Arshad technically sits on SSAC and Admin Con (also detailed later) but rarely comes. Arshad has strong opinions – he is a great ally if he agrees with you. However, he respects those who have contrary opinions to him, so don’t be afraid to disagree with him even when he openly combats you in a meeting. You can reach out to him with anything to do with quality of education.

Susan Searls-Giroux, Vice-Provost (Faculty)

You can think of Susan like the faculty’s version of Sean: she supports them in the same way that Sean supports us. This occasionally leads to disagreements. As well, Susan takes on a large community engagement portfolio, including City Lab. This is where your paths are most likely to intersect. She also sits on Admin Con, but she does not always attend.

Dave Heidebrecht, Director of the Office of Community Engagement

You know Dave and the OCE. You’ll work with Dave on things like Change Camp and the Network for Campus-Community Partnerships. There are a lot of ways that your work can intersect with his, which often results in the expectation that you should be at a lot of different committees and groups the OCE has. All in all, he is really passionate about his work and does a phenomenal job at the OCE.

Karen McQuigge, Director of Alumni Advancement

You’ll see Karen at SSAC meetings and throughout the year, as Alumni is an important collaborator with us on many events. Other board members will work more closely with Karen than you, but I still had a great relationship with her.

Gina Robinson, Assistant Dean of Students and Director of the Student Success Centre

I love Gina. I worked with her most closely on the Student Success Centre Subcommittee, and met with her in the beginning of the year to talk about the Peer Tutoring Network. I also met with people in her office to discuss other things, such as Gisela Oliviera to talk about work-integrated learning. Gina attends SSAC and she really, really likes financial literacy. She spearheaded the Mac Money Centre and will ask you early on in the year if financial literacy is a priority for you. She may be useful if you are interested in discussing the services that the SSC provides for First Generation students and International Students. Gina will co-chair the Welcome Week Advisory Committee with Kristina, so make sure you are up to date on what happens there because it will definitely bleed into your meetings with her about other things.

Rosanne Kent, Director of the Student Wellness Centre

I didn't meet with Rosanne at all this year, but David did to discuss the Health Services Review and the results of the Health and Wellness paper. You will undoubtedly have students wanting you to advocate for more mental health supports. So, it would be beneficial for you to meet with her in the summer and find out what the SWC is doing to meet the increased demand, and also discuss allocation of provincial funding. You can also talk to Sean about this. Blake met with her to discuss medical note fees.

Tim Nolan, Director of Student Accessibility Services

I worked with Tim over the year at McMaster Accessibility Council (MAC) and through the OER working group. Tim is a very strong advocate for students with physical disabilities, and has an in-depth understanding of SAS, having been the director for several years.

Awards Committees

I sat on a few awards committees this year – I would recommend always politely declining these invitations and suggesting that an SRA member or PTM take the opportunity. Oftentimes, awards committees are much more work than you could ever imagine, and at best are tangentially related to your work as VP Education.

Enrolment Management Team

This year, EMT was scheduled during Executive Board and OUSA SC meetings, so I could not attend. EMT is a group that essentially deals with admissions, attraction, and retention. It may be worth discussing with Sean van Koughnett, who sits on the committee, what the committee has been up to over the past two years. In Spencer's transition report, he noted he found it was not very relevant to the portfolio, which is why I always prioritized Executive Board. However, if the conversation of merit-based entrance scholarships has been coming up, or residence spots, I'd recommend that you try to attend some meetings.

Union Relations

There are two main unions on campus for instructors: CUPE 3906, which represents undergraduate and graduate TAs and contract/sessional faculty, and the McMaster University Faculty Associations (MUFA) which represents tenured and tenure-track teaching and research profs, as well as librarians. In Blake's year, CUPE 3906 and the University re-did their collective bargaining agreement this year (in the fall). She had pushed for three hours of paid TA training to both the University and CUPE 3906, unfortunately it was not realized in the agreement. There is no point in advocating for this now, as the groups are locked into a three-year agreement. Please pass this down to the next transition report, so that your successor can behind preliminary

meetings with CUPE and the University before they begin their collective bargaining process in 2019.

I met with MUFA to discuss OERs and the potential to include incentives for them in their Tenure & Promotion Policy – something they were actually open to. This would mean that if a prof uses OERs in the classroom, it would count positively toward their tenure application. UBC did something similar. I didn't pursue this fully because the Provost had a lot on his plate in the beginning, but it might be worth pursuing if MUFA supports it.

Student-Administration Consultation Committee

Otherwise known as Admin Con, this is a very unique committee. Admin Con consists of all the senior administration of the University, as well as the GSA and MAPS. We sit down in our boardroom to update each other once every few months. If there is anything incredibly pressing that you'd like Patrick or David to know, this is a good time to discuss it. This meeting will be chaired by Ikram. I found that often MAPS would monopolize the time, so make sure your Board is mindful of that when facilitating. From Blake: I often updated them on what OUSA was advocating for specifically, and asked questions about the SMA negotiations, the tuition framework, and other things they might know about that I may not have been privy to. It's also a good opportunity to gently lobby: for instance, I often spoke about my negative interactions with the Learning Portfolio Committee (more on that to come). I also like to use the time to thank anyone who has gone out of their way to do something nice for us (usually Mary). Take some time with your Board to think about what you want to talk about before this meeting – I usually led this discussion, as I saw it as an opportunity to do some soft lobbying if necessary.

Student Services Advisory Committee (SSAC)

This consists of the four board members and John as a resource member, as well as Sean, Gina, Karen, Andrijana (Student Affairs' Financial Manager), and Eva as a resource member. It also has Karen and Arshad representing the University. In Blake's year, they worked on the CAF agreement, which you should familiarize yourself with. This CAF agreement will cause three new subcommittees of the SSAC to exist: one for SWC, one for SSC, and one for Athletics and Recreation. Your board needs to figure out a system for appointing students to that committee. We essentially chose people we knew (mainly SRA members) who had demonstrated interest in the topics.

This committee also oversees WWAC. Basically, Welcome Week is ultimately accountable to SSAC. The VP Administration will mostly be involved with this.

In addition, SSAC has been active in reviewing the budgets of Student Affairs. Previously in a large deficit, last year's referendum passing, along with the new CAF agreement, will turn things around for Student Affairs. It will be important to remain vigilant with the budgets of Student Affairs' various departments, especially SSC.

One thing that keeps getting brought up at SSAC is the Peer Tutoring Network, which was originally funded through SLEF (see below). Talk to Gina about this, she will get you up to speed with the conversation. The SSC has gotten the platform stabilized, but they are running out of funding for the subsidies.

Finally, this group oversees SLEF and USIF. This generally falls to the VP Finance and President to coordinate. This year, Chukky made it Emma's responsibility to ensure the logistics for SLEF are completed. In the past, we had three different cycles for USIF; last year they cut it to two. As well, the new CAF reduces the amount for SLEF and USIF as it directs student funds to core services.

Learning Portfolio Committee

This was something Blake did, so I'll leave it as is. I did not go to Learning Portfolio Committee meetings, and forgot this even existed:

Justin and I sat on the Learning Portfolio (LP) Committee this past year to set a "new direction" or "phase 2" of the Learning Portfolio. To say that this was a frustrating experience would be an understatement. The University spends a large amount of funding on the LP, and there is very little evidence to suggest that it enhances learning outcomes in or out of the classroom. If you are invited to further meetings, I strongly suggest that you continue the MSU's stance to cut the LP.

University Library Advisory Council

I do not know why the VP Education sits on this, but it is what it is. I like going to ULAC to hear about what the library is up to, but I would not prioritize it over another meeting. It is chaired by Vivian Lewis, the University Librarian, and rarely pertains directly to undergraduate students. One place that you might find a good fit is when libraries are redesigned, to provide student input. It is also useful to learn more about copyright.

University Budget Submission

This is the second year in a row the University Budget Submission didn't happen. In October, David and I presented our shortlisted recommendations to the University Budget Committee - there was no formal research, just priorities pulled from the policy library. We were told that the timeline was off and most of the units had already started their budgets. In addition, budgets were set on a 3 year cycle. I honestly think you should set up a meeting with the Deidre Henne (Dee), the University CFO in May. Ask her the proper way to influence budgets and what the timeline should be. I think summer would be the best time to do it. Another thing to keep in mind is that it doesn't make sense to put recommendations to Student Affairs in the University Budget Submission, since you have a lot of influence in the Student Affairs budget through SSAC. Optically though, you might want to include some. Don't ask for large-scale things in this submission. Rather, tangible solutions

and some of our low hanging fruits in our policy library make for good recommendations for the budget submission.

Once it's complete, send it to the President, Provost, VP Administration, SVK, Dee, and anyone else who is relevant. Then, set up meetings with them to talk about implementing your recommendations. It is always great to include asks that can save the University money when formulating a budget submission.

Open Educational Resources Working Group

This is a new committee that I was asked to join. It is co-chaired by Olga Perkovic, a librarian, and Joanne Kehoe, who works at both eCampusOntario and at the MacPherson Institute (MI). It has representation from MI (Zafar Syed), SAS (Tim Nolan), GSA (President), HSL, the Centre for Continuing Education, and a few professors who have used OERs, such as Nancy Bouchier. This group is awesome because everyone has the same goal in mind, but one thing I've noticed is that it does not have much power in the university, and it is not very action oriented. This might be because the group is so new and is getting its footing, but I suggest you use the group to actually accomplish some of your goals for the year.

MacPherson Institute

I did not maintain a formal relationship with the MacPherson Institute this year, but Arshad Ahmad and I had met on a few occasions, namely to talk about OERs. I had also sat on the Teaching Evaluations Committee, but this ended in May after I helped author the report. The future of Course and Teacher Evaluations is something that is on the Provosts' radar, and something you should pay attention to. Talk to Arshad about it, as well as Chukky - he had worked on course evals quite a bit this year. It's important for you to maintain a relationship with the MI, because they will be key to much of your Quality of Education platform points, in addition to the Registrar.

Joint Indigenous-Administration Consultation Committee

This is a committee that is chaired by the Provost. It includes the VP Research Rob Baker, Vanessa Watts (Director, Indigenous Studies Program), Chelsea Gabel (Chair, Indigenous Education Council), Rick Monture (Interim Director, McMaster Indigenous Research Institute), and James Knibb-Lamouche (Director, Indigenous Student Services). This committee mostly updates the provost on what is going on, and asks for more funding. Some of the things that have come out of it are: entrance scholarships for Indigenous students, a promise to hire more Indigenous faculty, and the creation of a graduate program in Indigenous Studies. Both James and myself want to get CISSA representation on this committee, so if they aren't looped in to the next meeting, just raise it to them before the meeting and talk to James about who should sit on it.

Municipal Advocacy

Light Rail Transit

I'm going to keep this from Blake's report, since the LRT debate might resurface. Keep in mind that after the municipal election, this list change completely, but you should have an RA pay attention to City Council meetings when LRT is discussed to get the new Councillor's opinions on it:

I never thought that the City would really try to take away LRT from us, but they did. As you are extremely aware, I ran a large-scale campaign aimed at City Councillors to ask them to vote in favour of the Environmental Project Report (EPR), thus moving LRT forward. While they eventually did this, there are still many opportunities for council to still try to delay this project in the future (the Operating Agreement is a really big one that comes to mind). This is important to note:

Councillors who voted in favour of the EPR (10):

- Aidan Johnson (Ward 1)
- Jason Farr (Ward 2)
- Matthew Green (Ward 3)
- Sam Merulla (Ward 4)
- Chad Collins (Ward 5) - this was a huge surprise, as Collins has been against the project for a long time. Keep an eye on him!
- Tom Jackson (Ward 6) - he was on the fence, originally, and not expected to vote yes
- Terry Whitehead (Ward 8) - again, a surprise. Terry is a wildcard and was publically against the project.
- Lloyd Ferguson (Ward 12)
- Arlene VanderBeek (Ward 13) - also on the fence originally
- Fred Eisenberger (mayor)

Councillors who voted against the EPR (5):

- Donna Skelly (Ward 7) - will never, ever support LRT
- Doug Conley (Ward 9) - was publically undeclared
- Maria Pearson (Ward 10) - was publically undeclared
- Brenda Johnson (Ward 11) - will never support LRT
- Judi Partridge (Ward 15) - will never support LRT

Absent:

- Robert Pasuta (Ward 14) - he had a concussion, and was publically undeclared, however contacts have suggested to me that he would be in favour of the project

It is important to note that council made this decision after the province scrapped plans to build the A-line BRT, and promised that the LRT would span all the way to Eastgate Square. However, they did not promise any additional funding, and it would appear that they are around \$125M short. If the province does not build LRT all the way

to Eastgate, some councilors will no longer support the project. It is essential to keep a close eye on this project as it progresses.

HSR

You know all about the transit issues we had. The HSR is in a “crisis” now, with over 600 buses cancelled a month. Prior to January, this number was above 1200 and the 51 route was mostly targeted. This year, Council approved funding to hire more bus drivers, so as they are trained this should improve. We have moved our advocacy slightly to focus on broader issues with the HSR, such as overworked staff and lack of funding from Council. It is important that you continue to fight for the McMaster routes in all of this, because it is easy for the HSR to cancel our buses since they are the most frequent. Keep an eye on how many buses are cancelled and don't be afraid to raise heck to Aidan and the HSR if it is becoming a problem again. As John and Scott finalize the HSR agreement for our U-Pass, you should be staying up to date on what's in it, especially the provisions for lack of service and students' potential refunds. If you're particularly interested, ask John to come to the negotiation meetings and advocate for a better contract there.

Municipal Advocacy Week

This is something that has been done in the past. One of the biggest issues with the way we do municipal advocacy is there is often no follow up on our end about what we are advocating for, especially the bigger and more expensive things. If you're doing to do formal municipal lobbying, whether in a week or not, make sure there is a plan to get those things done afterwards with the stakeholder. For example, you can ask a councillor to put forward a motion, and ask other councillors to support it. Or, you can ask them to vote a certain way on something that's coming up. Or you can ask them to raise an issue with the relevant department and demonstrate their support for it. It's not like provincial or federal lobbying which requires less follow up.

Municipal Budget Submission

This is required as per Bylaw 3/B, so make sure it gets done. We did really well with our Budget Submission this year. In terms of topics, ask the SRA, Ed Team, BoD, or even the University if they want to see anything in particular in the budget submission. We run the risk of it getting repetitive every year, so try and get creative with your asks. Look to my advice above on getting the asks within it done. Make sure you ask Haley to upload all your research and lobbying documents to the msu website, under msumcmaster.ca/reports/!

Student Housing

Not much to say here that you don't already know. The bylaw program sucks, and it keeps getting expanded. I honestly think landlord licensing will forever be stuck in the bureaucracy of the City. However, the project coordinator who is meant to explore the Ward 1 & 8 pilot that was discussed at the Rental Housing Subcommittee

was hired. His name is Jim Gordon, and set up a meeting with him ASAP to get up-to-date on his progress.

AWWCA & AWCA

So I don't think we ever formally purchased membership for you at the AWWCA or AWCA this year. They only take cash so you can take out petty cash from Accounting to do it. It's worth getting membership if a committee member is going to go on it. Honestly, don't waste too much time on this unless an MA committee member wants to go. Make sure you're staying up to date on the discussions at PACCR through Ikram and Rohan.

Working with Aidan

Not much to say here that you don't know. But, if you're ever bored, watch the livestream of SRA 171. Try and get some advocacy done with Aidan before his term ends. Regardless of who the next Ward 1 Councillor is, try and formulate a renewed relationship with them, and set a long-term public strategic plan for Ward 1/McMaster students that you can pass on to your successor and hold the Councillor accountable to.

Building Connections with the City

I made a point of attending as many City events as I could, and as a result I built some meaningful connections within the Mayor's office which helped me to understand the pulse of City Hall behind the scenes. If you're ever invited to any events – or you see that the Chamber is hosting one – go. The general vibe that I've gotten in the past is that some of these events are “not worth it” if there isn't a direct lobbying opportunity, but that simply isn't true, and I wish I had never listened to that type of narrative. For instance, the Bay Area Economic Summit: definitely go, just for the networking and government relations opportunities. Any of the Mayor's breakfast, City Manager's breakfast, etcetera, be there as often as you can. Network and make friends with people there, so they can update you when its relevant.

Participatory Budgeting Advisory Committee

Participatory Budgeting Advisory Committee (PBAC) is something that you worked on as AVP MA. This group coordinates the ForWard One participatory budgeting initiative, which is a good way to get some infrastructure in ward one. Keep in mind that this might not exist after the municipal election, and I'm not sure if they're running one this year. Regardless, keep doing what you've been doing for PBAC, such as Cupcakes and Community Change not just for idea submission, but also voting.

Change Camp

You definitely know Change Camp way better than I do. I would seriously re-evaluate our relationship in Change Camp in the future, unless it is brought back to be student focused. Even then, your participation should be limited. There are so many committees involved in planning Change Camp and if you are to be involved, it should only be at the highest level (Steering Committee). Your AVP MA or Advocacy Coordinator can sit on the Planning Committee. Budget exactly how much you want to give to Change Camp, I believe I gave around \$1500 including design.

Office of Community Engagement

The Office of Community Engagement used to be known only as the Network for Campus Community Partnerships. In the last year, it has expanded greatly. This is great for the community engagement portfolio of the University, as it aligns with Patrick's Forward with Integrity letter. It also means that in their attempt to be inclusive of students, your department is called upon very often for engagement. As the VP Education, you sit on the NCCP, as well as the service working group. The other two working groups are research and education.

I think it's important for you to sit on the NCCP. However, I would delegate the working groups to an MA or even UA committee member. I think a more formalized connection between the OCE and the Clubs department needs to happen, because a lot of what we're needed for is about Clubs community engagement training.

Landlord Wiki

So I haven't seen the final set of questions for this. What you need to do is sit down with your Board and figure out *exactly* what is happening with the website, and a timeline for it. If you're not going to change the website, send the questions to John to send to Derek, the MSU lawyer. Then, work with Pauline, the Board, Shemar, and Rohan to design what the platform will look like, as well as what it will be called. You can look to [Emily's report](#) for examples of existing rating systems. Keep in mind simplicity when doing it, and look to the Course Wiki for guidance (also critique the Course Wiki). Then, work with Rohan to create an executive role in charge of this.

Hamilton Transit Riders' Union

This is a cool group of people from across the city working on advocacy to the HSR. Honestly, you know more about it than me. I think you should keep attending meetings, but maybe go monthly. The weekly meetings are too much. They also have their first General Meeting in June, so make sure you and Shemar go to that.

Provincial Advocacy

OUSA - Home Office

Home Office is located at 26 Soho Street in Toronto (get off the Subway at Osgoode). It is an office building, and we're on the third floor, all the way at the back on the right. It is a small but inviting office. You'll come here for SC meetings, Think Tanks, and you can always drop in whenever you're in Toronto!

Sophie Helpard - Executive Director

Sophie was a gem this year. It was her first year as ED on a two year contract. She has a history of student advocacy. In 2015-2016 she was the President of the Western USC, and in 2016-2017 she was the Executive Director of Students Nova Scotia. The ED is meant to oversee the full time staff at the home office, meet with government officials, especially non-political staff, oversee the day-to-day operations of OUSA, maintain government relations, and help SC with lobbying. You can be as hands on or hands off with the ED as your SC wants. In Blake's year, they asked Zak (former ED) to email them biweekly reports, and were particularly hands on with asking to come to meetings, see documents, etc. In our year, we were more hands-off, with Sophie giving reports every month and allowing most of the leg work to be done by the President and ED. You might want to consider what Blake's year did, next year.

Sophie became a generally good friend of mine this year, and I'm sure you will too!

Deb Lam - Operations & Communications Director

The Operations & Communications Director's role is two-fold. On one hand, Deb does all the logistics for OUSA - so she organizes PIHED, General Assemblies, every conference, and basically keeps the lights on. In her communications portfolio, she coordinates OUSA's campaigns, design work, blogs, media interactions, and press releases. In the summer of my year, the Communications Director's contract expired and my SC made the decision to combine the Operations Coordinator and that role into one, due to the nature of the work involved. Some of the other things in the Communications Director portfolio were distributed amongst the other full time staff (i.e. Habitats was given to Colin). Deb is so friendly and hard working, I absolutely loved working with her this year. Make sure you stay on top of the things she asks for, and don't be afraid to ask her to give you reminders or update her on changes within the MSU's communications portfolio if there ever are any. She interacts with Wooder during campaign time.

Martyna Siekanowicz - Research & Policy Analyst

Martyna graduated from McMaster! She is one of two Research and Policy Analysts. She doesn't have a background in student advocacy, but holds a Masters degree in public policy. She's passionate about equity and I found I got along with her so easily

when she started her role in January. You might be working on a paper with Martyna this year, depending on which one you write.

Colin Aitchison – Research & Policy Analyst

Colin is the other of two Research and Policy Analysts. He graduated from Laurier, and was the Vice President University Affairs in Blake's year. Colin is cool, and we agreed on almost everything. I made fun of him all the time.

Catherine Dunne – Advocacy & Communications Intern

This year, Sophie and the SC decided to create two intern roles with the money we saved from not rehiring the Comms Director. So now, Sophie and Deb have an intern, while Colin and Martyna have an intern. Cat is from Western's USC, and she was David's equivalent under Landon last year. She is doing a lot of work regarding our communications and government relations, as well as doing work on Nation Builder (OUSA's GR software, you'll learn all about it).

Mackenzie Claggett – Research Intern

This is similar to the job Danny had last year. Mackenzie will likely be working on OPSSS data, as well as a research project related to an upcoming policy.

Steering Committee

Steering Committee meetings take place about once a month in OUSA's home office. I found SC meetings to be the opposite of Board meetings: I was always disagreeing with everyone. The MSU is typically the most progressive school in OUSA, and it is important that that continues. It can be tough to argue with your peers, but your role is really important in ensuring that OUSA's priorities and stances reflect what the MSU believes.

Of SC, three members make up the executive: President, VP Admin & HR, and VP Finance. This year, my SC decided to create an additional transition conference before our terms started, with the intention of familiarizing the incoming SC with the executive roles. My hope is that it gave you more clarity and a more realistic expectation of what's involved with being an OUSA exec. Keep in mind that you will have to dedicate a lot of time to this if you get it, so you Board and the SRA must be okay with it.

You've already been to the Transition Con, and will be going to Wel Con with Ikram soon. Wel Con is where the executive will be elected. The third time you meet the SC will be at Stratcon in July, where you'll decide on priorities, pass the budget, pick dates for all of the events, and authors for policy papers. In terms of priorities, make sure that your SC is not changing all their stances based on the election. It is still important for OUSA to *set* the government's agenda for PSE, not just follow along with it. You might want to consider the future of tuition with a PC government. I think it's important that tuition remain a priority as upcoming consultations on the

framework are looming in the future. The budget had some wins for sexual violence, so it might be difficult to convince the SC to make that a priority. I know you want to push for program-specific OSAP. That's great, but OUSA's stance is outdated so you might need to tell the SC that they can pass some interim stances until the paper is rewritten (this is less formal than in interim paper). Finally, I really think OUSA should be prioritizing International Students. The province just released their strategy but there are no tangibles, and you guys have one opportunity before it gets implemented to make sure your priorities are heard again.

A final note about StatCon: go in knowing what paper you want to author. We chose definite authors for first term and tentative authors for second term. After Fall GA, the authorship for second term changed almost completely. As well, some students may ask you if they can author a paper. Don't be afraid to say no. Understandably, the RPAs are hesitant to allow students to author papers unless they are accompanied by an SC member. Because of our stellar reputation as authors, I was able to swing a student author on a paper I wasn't writing – Student Health and Wellness, aka the one you wrote! In choosing a student author, I made everyone who was interested write me a statement as to why, and what they had to contribute. You genuinely impressed me the most, so I picked you. I was also completely confident in your work ethic. Remember that authors must attend GA. I would only allow someone to author a paper if they had experience attending GA previously, and had authored an MSU paper. It is a big commitment to author and OUSA paper and ultimately if they fail, it falls back on you. If you do have someone in mind to author, definitely know that prior to attending StratCon, so you can try to include them as an author. It is much easier to have someone authoring the same paper as you, because they are considered your “support” author.

At the end of the day, this is entirely up to your SC. Andrew had the RPAs back and enforced that hesitation. But if your SC all want student authors, then that might happen! The last thing about authorship is the need to have representation from interest groups when writing a paper about them. This is difficult to achieve in all circumstances, but is essential in some: such as in the case of Indigenous Students because of the importance of self-determination. You might run into the same issue with LGBTQ Students, but keep in mind that authors are meant to be representatives and *consult* with their impacted student groups. If they're not doing that, they shouldn't be authors.

General Assembly

You've been to GA, so you get the idea of how it works. But this is the general idea:

Hotel

As soon as Deb emails you, forward to email to Emma and ask her to book five hotel rooms.

Promoting Applications

It's always hard to get applicants for GA, because not a lot of students know what OUSA is or can't commit to an entire Friday - Sunday away. Make sure, like Policy Con, you talk to Wooder and Haley a couple weeks before you intend to open applications. Haley will have the template for application promo, ask her to update it or design a new one. Get creative with a strategy to promote, and make sure you're targeting students who will be directly impacted by the policies or who have experience in the area.

Opening and Closing Applications

Ask Deb what the last possible date is that she needs the names of your delegates, and open registration at least three weeks prior to that. You'll need 2 weeks to keep applications open, and at least a week to interview candidates and select the final few.

Number of Delegates

Based on our size, the MSU gets 8 delegates. In first term, I took 2 observers, and none second term due to the cost of flights and our tight budget. I always think it's worth taking observers, but it is logistically difficult. It's up to you what you want to do, but just consider that 10 people is a lot!

Now, who goes? You, Ikram, and Urszula as the VP Education, President, and AVP PFA get guaranteed seats. As well, if someone is an author, they also get to go. I always tried to balance experience and newcomers within the delegation, which is one of the benefits to the way we do delegate selection (rather than an election at council, like they do at the USC). In second term, you'll also want to reserve a seat for the incoming President. Don't take them unless you know there is no ongoing appeal of their candidacy.

Interviews

This year, I revamped the questions for returning delegates, and made it much more challenging. I'm really glad we did so, but I wish I had more opportunity to use them! In addition, we put a lot of emphasis on the applicant's analysis of a policy statement. In our written application, we asked applicants to outline which of the three policies they were interested in. Based on their selection, we sent a sample group of PCRs in advance of the interview, and asked applicants to come ready to discuss the PCRs. Generally, I took real draft PCRs that were in the policies, and modified them in some way so that I no longer agreed with the recommendation, or that it didn't make logical sense anymore. In interviews, we looked for candidates who were able to point out the flaw with the PCR, or have a discussion about them. This was generally really positive. We also sent out all knowledge-based questions in advance to try to make it a fairer process for external candidates.

Training

Typically, training consists of going over the schedule, what OUSA is, student politics and then going over the papers. It's really important that all delegates read the papers PRIOR to training and contribute to the discussion during training, so that you can all arrive on the same page. Be sure to pick a date which everyone can attend.

As well, as you know, the MSU uses our own private Google documents during the weekend to keep track of what other schools are saying during breakout sessions. Be sure to introduce delegates to this way of taking notes.

SRA

You have to ratify the delegates at SRA prior to attending. Make sure to add it to the agenda before you go - you can see a copy of my motion in the SRA minutes from last year.

Travelling to GA

Depending on how many people you have, you'll need 2-3 cars to get to GA. Definitely work out in advance who will be driving in case you end up needing to rent a vehicle. This year, fall GA will be at Waterloo, which is really close, and Spring will be at McMaster! You will not need to book hotels or travel when GA is at Mac, but you might want to rent a car or two for some of the weekend travel. Make sure you calculate your travel time so everyone knows when they need to leave McMaster by.

GA as an SC member or author

The role of an SC member at GA is slightly different than a delegate: you're a leader, and you're responsible for your delegates. I would suggest setting up a Facebook chat to keep track of everyone at all times. Each night, you'll have an SC meeting while your delegates get to hang out. You will have to talk to your delegates beforehand to understand what happened in their breakout sessions, then relay your group's perspective to SC. Especially if you're an author, you might have no idea what was happening in other breakout sessions, so it's really important to pay attention to what your delegates want out of paper edits. I let Urszula take the lead in facilitating these, but you can do so if you want.

At the SC meeting, you'll go through the most contentious parts of each paper and SC will make a decision on how to edit them. When in doubt, give multiple options.

As an author, GA can be extremely exhausting as you're up late editing all night instead of hanging out with your friends and catching up with peers from other schools. It is really rewarding though - just be sure to rest up, and think about booking off the following Monday from work.

General Assembly at McMaster

I believe the last time GA was at Mac was in Rodrigo's year. Deb will have all the files from then, including where the delegates stayed, ate, etc. You can update those

places based on new developments in the city, as well new buildings on campus! You will still have to pay delegate fees for your delegates, but this time you won't have to pay for accommodations – unless one of your delegates is a commuter student, in which case it would be worth it to get a hotel. At the same time, if you have enough in your budget to get all your delegates hotel rooms – do it. Their experience will be much better. Deb will likely ask you to book most of the stuff, because the MSU gets discounts. Then she'll transfer money to the MSU retroactively. This will mean that there will be a lot of booking on your part, and your Advocacy Coordinator can help with it. Start thinking about who you want as speakers, openers, etc. Usually the University President speaks on Day 1, as well as the Dean of Students. I'm sure Patrick would love to do it, he loves OUSA.

Campus Visit

At some point, Deb will contact you to set up your campus visit. I suggest you download most of these tasks to your Advocacy Coordinator – booking a table, booking lunch, etcetera. In the past, the table has been in MUSC – this year, we did it in Mills and we got a lot of student engagement, so I'd suggest doing it there again. You will also need to set up some meetings for home office. Do this in advance as much as possible, otherwise you won't get many meetings. This is something you can ask Emma's help with. Home office will be clear with you about who they'd like to meet with while they're there. I helped set up a focus group with mature students for Colin, and interviews with Indigenous students for Marc. They'll probably want to interview LGBTQ students this year, so give Miranda (PCC Coordinator) a heads up.

In the past, we've been criticized for not promoting campus visit. Personally, I don't think the point of campus visit is to engage students who already are involved with the MSU – we set up in Mills and talk to random students because we want students outside of the bubble to know what OUSA is and what they do. Your philosophy on this might be different, so if you do want to publicize that home office is on campus, go for it!

OUSA Campaign

This year, we did TextbookBroke, my baby! Your SC will be in charge of deciding the campaign at StratCon. I went in with no ideas, but Landon wanted to run an OER campaign. Home Office then found TextbookBroke and modified it for Ontario. Advocacy campaigns should have a direct outcome that we are trying to achieve and stakeholder to target, or we should at least gather media attention – this campaign was quite effective at that. Keep that in mind when deciding on this year's campaign. Leave it to Wooder, Urszula, and the Advocacy Coordinator to plan it. You can get Deb to contact them directly.

HPSAG

The Hamilton Post Secondary Advisory Group, which you've attended once, meets 3-4 times a year with Ted McMeekin, our MPP, and student representatives from the

MSU, MSA, and Redeemder Student Senate. Filomena Tassi, our MP, and the Mayor occasionally attends. As well, Deb Matthews has attended in the past

To prepare for these meetings, I usually talk to Wooder and Chukky about three items I'd like to discuss. I'd usually align them with OUSA priorities, but this was a good opportunity to talk about issues I cared about that OUSA didn't prioritize, such as International Students. If I know Filomena is coming, I'll prepare 1-2 separate items for her. Then, Wooder will write a brief (you can find my old ones on the server, or Wooder will have them) - one provincial, and one federal. You can also get an RA to help with the brief.

Talk to your board in advance and decide who will go to HPSAG. Everyone should be going. I found it very frustrating that most of my Board wouldn't prioritize the meetings, because this was the one opportunity that they could interact with my portfolio. Between whoever is going, divide up the asks. Be sure your Board is prepared to speak on whatever topic you assign them. Depending on their willingness and yours, you might also want to invite your AVP PFA to these meetings. I chose not to invite them last year, because I felt it was important for the Board to attend these. You attended one when nobody else could go (including Urszula) so obviously there were exceptions.

Wooder always goes to HPSAG and is an invaluable resource there.

Mental Health

We made some excellent advancements with the In It Together report and OUSA. Now, you're going to have to do some work locally to implement the funds allocated. It is unlikely that the election will change the funding, especially since the budget was passed. So, you need to work with SVK, Hamilton Health Sciences, and the broader Hamilton Niagara Haldimand Brant LHIN to implement the funding for post-secondary. This will require additional lobbying, because you're going to need to work with Hamilton Health Sciences to devise a strategy to allocate the funding to increase their off-campus support around McMaster during the academic year. Part of the spirit behind In It Together was that on and off campus integration, but it's unlikely that people are going to continue considering the report at this point.

Federal Advocacy

Canadian Alliance of Student Associations (CASA)

As you are aware, the MSU left CASA in March 2015. In July 2017, Chukky, Urszula, and I attended CASA's Policy and Strategy Conference in Banff, Alberta. Based on this conference, as well as my interactions with BUSU (who remains a member of CASA), I cannot in good faith suggest CASA as a viable organization with which to do federal advocacy. Unless they greatly change their structure, they will not be an option for us. I wrote a detailed review on CASA and submitted it to the SRA, so give that a read. I would not suggest attending any CASA conference this year. The only good thing that came from attending the conference for us was the networking with other SU. It would be a much better idea to attend a conference like SUDS for that purpose. At the CASA conferences, all you'll find are SUs that love CASA and aren't looking to leave.

That being said, keep up to date on what CASA is doing. Definitely read their budget submission and anything else they put out. CASA has a lot of good ideas, but unfortunately their organizational structure makes them unable to execute.

Canadian Federation of Students (CFS)

I would not recommend joining the CFS, for a myriad of reasons. If you are interested, please see "Solidarity for Their Own Good" by Titus Gregory.

Undergraduates of the Canadian Research-Intensive Universities (UCRU) - formerly ADVOCAN

With neither federal advocacy option looking appealing, in summer 2015, some of the SUs from the U15 institutions began what is now known as UCRU. The group is essentially a non-official group that lobbies the federal government once a year. In Blake's year, she did some calls with the group with the upmost intentions of joining them in Ottawa, but ultimately decided against it because she didn't like what they wanted to lobby on (indirect costs of research) as it was not something that was important to McMaster students.

These are Blake's issues with ADVOCAN/UCRU:

- There are a lot of great SUs that are not within U15 schools. For instance, WLUSU, RSU, BUSU, etc.
- ADVOCAN members think it's important to remain only U15 schools because they get to meet once a year with U15 administrators. But honestly, that is not worth it. It also makes the group think that because we go to U15 institutions, we need to specifically be advocating for research-focused asks.
- Not even all of the U15 schools are in ADVOCAN - only about half.
- It's just a lobbying week - there's no continued coordination of federal advocacy beyond that.

There is definite truth to some of these, but I don't think it's worth leaving because of them. For one, the U15 label helps differentiate us from CASA and the CFS. Active work needs to be done to recruit more schools, and as the group grows, it might be worth incorporating and hiring a staff member.

Keeping in mind the future of UCRU, a federal advocacy organization should be based on the following criteria in my opinion:

- Inexpensive, but probably have a least 1-2 FT staff eventually
- Meets every 2 months or so
- Only consists of undergraduate student unions - no colleges or graduate students
- Have an outlined governance structure so it's clear how priorities are selected from year to year
- Focus on student needs (NOT university needs)
- Has representation from coast to coast
- Encourage members to meet regularly with their local MPs and other closeby MPs in a coordinated way (i.e. whenever you meet with your MP, talk about X) so less travel is required
- Have strong connections with provincial organizations like SNS, OUSA, CAUS, etc.
- Has a defined brand

UCRU has some of these things. The most concerning thing to me is the need for UCRU to be prioritizing research. The reality is, McMaster students do care about research, however, it shouldn't always be UCRU's top priority. In addition, these conversations can result in prioritizing things that students shouldn't actually be advocating for (research equipment, indirect costs of research, etc). It's important that priorities such as students with disabilities, international students, Indigenous students, etc, don't get lost. Finally, UCRU needs to do better with including Indigenous students in your advocacy if you prioritize it.

Conclusion

Well, that's it! Writing this was definitely a trip down memory lane. This report mainly served to provide you with context and orient you to the role. To get up to speed on outstanding projects, you'll need to read my SRA reports, especially my final one.

I can't wait to keep talking to you all year, and go to school with you after that!

Love,

Ryan

YEAR PLAN

MSU Horizons Conference
Josh Yachouh
2018-2019



OFFICE OF THE HORIZONS CONFERENCE COORDINATOR INTRODUCTION

Hello,

My name is Josh Yachouh, the Horizons Conference Coordinator for 2018. I am extremely excited to plan this conference since my first experience with it in the summer of 2015 as a conference delegate. I continued to be a staff member for the 2016 and 2017 conference as well, and I am looking forward to building on the success of these conference to make Horizons 2018 the best conference yet.

This year, Horizons will be celebrating its 16th anniversary as a service. As such, this year will represent the progress and growth the conference has experienced since its first year, and the huge potential to improve our programming to be the most effective and valuable for the delegate transition, and staff experience.

In this year plan, you'll find a large number of goals that stem from my past experience with the Horizons Conference, as well as my planning team experience with the CLAY Conference. Though they have very different goals, I believe there is a lot the two can learn from each other. I look forward to implementing clear protocols, processes and expectations to maximize our efficiency. I hope to be more thoughtful with our events and sessions programming to ensure delegates are learning at all times and able to have apply their learning to social settings over the weekend. I am excited to incorporate the Hamilton community in our conference programming to allow delegates to become more comfortable with venturing off-campus and exploring all this city has to offer them. Finally, I hope to create an environment that maintains conference connections throughout the academic year.

I am always open to feedback and your opinions. If you have any questions or comments, please do not hesitate to contact me via email at horizons@msu.mcmaster.ca.

Warm Regards,

Josh Yachouh
MSU Horizons Conference Coordinator

GOALS

Objective 1	<i>EXECUTIVE COLLABORATION - Events and Sessions</i>
Description	I look forward to encouraging a stronger sense of collaboration and communication among the planning team members this year to represent the purposeful and intentional programming at conference. For example, events and sessions shall work together to create intention events during conference that align with our intended outcomes for the day. This will also look like having sessions that involve more delegate groups to be combining and connecting.
Benefits	Delegates will be more inclined to engage with events if they enjoyed sessions because they see a direct link. Conversely, delegates will be more engaged in sessions if they find that the events serve purpose to their learning and they wish to further grow in session. Neither of these are guarantees, though what we hope for is that delegates leave horizons having enjoyed more than just a "PJ Party" or a bike-ride, but rather they are seeing the value in each and every experience they take part in as an opportunity to connect with other student leaders and upper-year mentors.
Difficulties	Combining delegate groups during sessions can prove logistically and materialistically difficult. Additionally, we will need to think creatively and critically on ways to improve previous programming which implements strategic themes into our events.
Long-term implications	Creates spaces where students feel that they are earning more from the conference sessions and events. We are trying to also connect more students together, based on delegate feedback this has been identified as a priority.
How?	Having better spaces to run sessions in, i.e. larger musc rooms, only certain rooms on LP (or limit the number of sessions per floor). Additionally, identifying key goals of sessions activities and developing larger programming to fit these.
Partners	Events and Sessions coordinators.

Objective 2	<i>EXECUTIVE COLLABORATION - Outreach and Media</i>
Description	I look forward to encouraging a stronger sense of collaboration and communication among the planning team members this year to represent the purposeful and intentional programming at conference. Additionally, Outreach and Media/Design will work together more often in order to collaboratively design and deliver a specific brand and message to both potential delegates and staff.
Benefits	Help students have a better understanding of horizons as a

	conference on campus. Several students understand conference to be a "type A" leader experience that hasn't rippled to many places on campus.
Difficulties	Gathering momentum to engage upper year students on campus who have never engaged with the service may present difficulty.
Long-term implications	Turning Horizons into a commonplace name among leaders in the university as well as among schools which have high rates of McMaster acceptances.
How?	Working with the communications team, Media/Design exec, and Outreach coordinator to create a unique and powerful brand featuring the mission and testimonies of staff accessible for a wide audience.
Partners	Media/Design, Outreach, Student Recruitment,

Objective 3	<i>COMMUNITY ENGAGEMENT</i>
Description	The place session had a large jump going downtown and having delegates interact with fantastic settings in Hamilton. I hope to see this expand to include more interaction with local leaders and have students engage with and learn about local issues surrounding Hamilton.
Benefits	Students aren't just coming to study at McMaster, they are also coming to Hamilton. Students should learn about the McMaster community and grow comfortable with the Hamilton community to be exposed to all the opportunities available to them as an undergraduate student. Ideally, students will leave conference feeling as though they have found a reason to fit into Hamilton and a place as a professional and student here.
Difficulties	Community partners will likely have limited availability because the conference takes place in the middle of summer when most people are on vacation. Logistics for a downtown event will also be very different from one on campus and we will need to do extra preparation. Finding a place for 270 people downtown may also be a challenge. Thankfully we have last year's progress to work off of, though I seek to extend this and experience the conference in new settings such as City Lab for example, involving members of Hamilton HIVE.
Long-term implications	Establishing meaningful connections to members within the city of Hamilton and extending the reach of horizons beyond just the campus of McMaster. Also introduces students to avenues for professional development outside of campus, showing Hamilton as a rich and thriving city, often a misconception if students come from outside of the city to attend University here.
How?	Reaching out to community partners early to check their availability. Brainstorming with executive members potential places we can take the conference, checking availability and asking for quotes. Finding transportation to and from the off-campus location. Finding a

	speaker or activity facilitators with a message that resonates with the Horizons Conference themes and goals.
Partners	Events Executives, Volunteer and Logistics Executive, VP Finance, community partners

Objective 4	<i>INCREASE AND DIVERSIFY OUTREACH</i>
Description	<p>Horizons does not have the privilege of directly engaging with students who are on campus to recruit delegates. Additionally, we require a strong hook to engage upper year students to commit to developing their leadership skills as staff members; often when students have not interact with the conference, this can be difficult.</p> <p>I seek to diversify the outreach we get for conference. By having a goal of catering our conference to students coming from several backgrounds we can ensure that we are meeting the needs and expectations of a diverse set of students. I aim to do this by having strength in our faculty programming, so as to cater well to students with primary concerns in academics. Further, I hope to see that our sessions and events help engage students in ways that frames the opportunity to become engaged community members in the City of Hamilton tackling diverse local issues. Finally, by creating sessions that connect delegates across groups and deliver empowerment to students, we hope to tackle fears surrounding campus and social life.</p>
Benefits	<p>Expanding our outreach to those who may not follow us on social media can attract new potential staff members and showcase another opportunity to get involved with the MSU. This was proven by the work of the outreach coordinator last year.</p> <p>Additionally, we will be able to have satisfaction across the board for students who have come to conference for different reasons.</p>
Difficulties	Campus is vast and diverse, we will need to work hard and fast to reach out to students about opportunities and impacts of the horizons conference. Additionally, we need to overcome the perception of cost vs benefit for potential delegates, essentially showing that the experience provides value for their registration fees.
Long-term implications	Even if it means making only the first week of school earlier for students, we can help curve the experience of university in some way, and fill the gaps that welcome week does not fill.
How?	Working with the outreach coordinator to identify strategies for engagement and optimal marketing techniques to students
Partners	Outreach Coordinator, Comms department

Objective 5	<i>IMPROVING SESSIONS TRAINING</i>
Description	Typically, staff feedback tells that LDs feel ill-prepared for facilitating sessions. Sessions training happens during our training weekend before conference. I plan on working with sessions

	coordinators to have sessions prepared (1) early (2) flexibly
Benefits	Giving leadership developers a stronger foundation for facilitating sessions will have a ripple effect onto their confidence levels throughout the conference weekend. Preparing sessions early allows us to distribute delegate manuals and staff manuals so that our staff can review sessions long before training weekend. Additionally, flexibly planning sessions and empowering our staff with this flexibility and with quick tips throughout session manuals will provide resources while LDs are on the job.
Difficulties	Having sessions be fully planned ahead of time presents a challenge as they often require extreme detail and care in terms of logistics and materials. We can release sessions on a rolling basis if it means having staff little by little familiarize themselves with the sessions activities.
Long-term implications	N/A
How?	Having strategic deadlines for session planning and working through them, informing staff of our progress and collecting feedback as we go.
Partners	Sessions Coordinators

Objective 6	<i>CREATING NEW PARTNERSHIPS AND INCREASING FUNDRAISING EFFORTS</i>
Description	Reaching out to organizations and creating long-term partnerships to support the Horizons Conference. This was a goal of the previous year that I hope to establish in a meaningful way.
Benefits	Consistency year-to-year from partnership benefits, and making the partnership mutually beneficial.
Difficulties	Finding new partners who align with conference values/want to engage with students.
Long-term implications	Partnerships can be strained with transition over time as new Coordinators and executives enter these positions. This will be mitigated by sending thank-you notes and briefing the incoming coordinator of these partnerships and past expectations and working relationships.
How?	Find out what partnerships already happen with other MSU services, on and off-campus groups, and reach out to those groups and find a mutually beneficial partnership.
Partners	LIFT Church Tourism Hamilton The Student Success Center McMaster Student Recruitment Office McMaster Faculty and program societies The Art Gallery of Hamilton Potentially: CityLab, Hamilton HIVE, Meridian C.U.

Objective 7	<i>STRATEGICALLY IMPROVING DELEGATE AND STAFF FEEDBACK</i>
Description	<p>Delegates offer valuable insight yet we have not capitalized on our opportunity to track the growth of our students. We can benefit by introducing longitudinal surveys on our students to determine the gaps and values the conference provides to delegates.</p> <p>With respect to staff feedback for example, the quality of training has been inconsistent between staff positions in the past. Last year made astounding progress on establishing strong training protocols especially considering the success of the conference with such a high proportion of <u>new</u> staff. I would like to ensure all conference staff are being adequately trained on all aspects of their role, with a good balance of team bonding and socializing.</p>
Benefits	<p>Delegate satisfaction being directly used as fuel for improvement makes it (1) easier and (2) more efficient when redesigning old programming at conference.</p> <p>A more thorough, experiential and problem-based learning staff training will result in a more prepared, stronger staff team to be successful in their roles come conference weekend.</p>
Difficulties	Extra time will need to go into planning this training and administering surveys throughout the years on students who have attended Horizons.
Long-term implications	Having an opportunity for students to continue reflecting and identifying the strengths or perhaps weaknesses of the conference in respect to their current life path. We will be able to utilize this valuable data that serves not only us but the University very well.
How?	Potentially working with the services AVP and full-time staff members such as Michael Wooder or the Operations coordinator, or establishing a long-term plan (which clearly I have yet to do) for the development of follow-up surveys.
Partners	MSU Ops and Comms director, Volunteer Coordinator.

Objective 8	<i>STRENGTHEN FACULTY PROGRAMMING</i>
Description	Faculty programming has been on and off in the past but delegate feedback identified that many delegates attend conference to have a chance to peer into what their academic life will be like in first year. While this is not the focus of our conference we want to be able to have these delegates leave feeling they've gotten what they came for <u>and more</u> .
Benefits	Contacting faculty societies and program societies earlier on in the year will help to create faculty programming that can be well-curated and similar to the rigorously prepared experiences that students earn when they attend campus for May@Mac or other

	<p>similar events.</p> <p>Effectively, we are filling another gap that many students won't have a chance to experience during welcome week, and through my goal of diversifying staff hiring across other faculties, we are exposing delegates to students that they can relate to more often and seek advice from.</p>
Difficulties	Having several correspondents in the middle of the summer for such a widespread programming can serve as a challenge due to many students
Long-term implications	N/A
How?	Working with Events Coordinators to contact Faculty Society Presidents to coordinate programming to occur during Friday-day of Conference.
Partners	Events Coordinators Faculty Society Presidents and Welcome Week Planners

Objective 13	<i>CARRYING ON POST-CONFERENCE PROGRAMMING</i>
Description	In the past, delegates wrote letters to themselves in their last session, which the planning team keeps until March. In March there was an end-of-year hurrah and delegates were able to collect their letters and reflect on their contents. Last year did not see success with this part of conference thus I would like to review how we engage post conference with delegates. I would like to continue running the "night before classes" event for first years where we collaborated with SPARK and Maroons to have volunteers give students tours of their classes the night before classes started. It also served as a mini-reunion, as well as engaged with students simply passing by the student centre, effectively reaching beyond our 200 delegates. This event was successful and we can promote it heavier to improve turnout.
Benefits	Students can be given an opportunity to reconnect with horizons and begin a connection to spark, this is an opportunity to continue a horizons-like environment. Essentially, Spark can carry on the torch that horizons hands off.
Difficulties	Logistics for these events need to be done in advance and told to staff and delegates by the end of conference. My planning team and I will also be done with our formal positions but will need to be available to still facilitate these Horizons reunions.
Long-term implications	Supporting other msu services and a broader audience of students.
How?	Complete EOHSS and room bookings early. Evaluate budget at the end of conference to try and get snacks or something to serve at these events.
Partners	Planning Team Spark

GOALS to strive for

- Diversifying engagement from staff, community stakeholders, and potential delegates
- Engaging with the city in a way that has students thinking deeply about the social dynamics of Hamilton
- Make the best use of the resources that we have
- Successfully facilitate collaboration among exec members for overlapping goals in their respective portfolios
- Explore new ways to enhance the Horizons Conference and keep momentum going after July

Master Summary

January	<ul style="list-style-type: none"> • Advertise Planning Team Positions • PTM Training • Setting conference, training, and interview dates • Reserving spaces for interviews and training
February	<ul style="list-style-type: none"> • Create budget with the VP finance • Hire planning team • Run planning team orientation • Train and transition planning team • Organize communication among team • Complete Year Plan
March	<ul style="list-style-type: none"> • Review housing and conference contract with H/C, VP Finance and VP Admin • Contact potential sponsors • Ask for "year plans" for planning team members • Contact student societies for faculty programming • Complete Sponsorship package and disseminate • Begin Planning Staff applications • Preliminary planning for sessions and events
April	<ul style="list-style-type: none"> • Launch "staff stories" and "success stories" • Small scale fundraising efforts that are made easy due to exam season • Progress meetings at end of April to establish specific goals throughout the summer
May	<ul style="list-style-type: none"> • Solidifying relationships community and campus partners

	<ul style="list-style-type: none"> • Prepare for Delegate Registration • Prepare for May at Mac • Prepare staff interviews
June	<ul style="list-style-type: none"> • Run staff hiring • Finalize sessions • Finalize events • Preparing conference logistics
July	<ul style="list-style-type: none"> • Prepare conference training • Finalize conference details • Confirm partnerships with partners • Conference • Pay for services
August	<ul style="list-style-type: none"> • Reflection and feedback • Transition Reporting
September	<ul style="list-style-type: none"> • Nigh Before Classes event