

YEAR PLAN

MSU Vice-President (Finance)

Declan Sweeney

2024-2025

(Submitted July 15th, 2024)



OFFICE OF THE VICE-PRESIDENT (FINANCE) & CFO

INTRODUCTION

Dear Members of the Assembly,

Over the past two months, I have been so grateful for the respect & generosity of the SRA (Student Representative Assembly), MSU Full-time staff, part-time managers, and our outstanding Board of Directors to help with the transition into the role. I have learned so much about the people who make the MSU especially getting to know our outstanding accounting team who provide significant support behind the scenes to all the activities & outreach that the MSU does. I am constantly humbled that I get to work with the amazing people within this organization & their consistent dedication to bettering student life with significant diversity in lived experiences.

This Year-Plan has 28 objectives for this year, some of them will be continuation of my goals from my campaign, some of them have been based on emergent trends I have noticed during my first two months with the role. These goals all focus on enriching the undergraduate student experience, responsible corporate governance to ensure I leave this role better than I found it & building a greater MSU community to increase the outreach of our services & support. This is my goal for the year is to provide the best service possible in this role, I also have a responsibility as CFO to ensure that we have a sustainable plan for the continued disruptions facing our corporation & that we have contingency planning in place for the upcoming year & the next couple of years with stagnant to declining enrollment.

All these objectives have been hyperlinked to ensure that if there are areas of specific interest can be efficiently searched for.

I appreciate all your time as I try to be concise for these goals & am open to any input you have on these topics as well as anything of significance that may also be bridged in my portfolio.

Thank You Everyone,

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Process Improvement & Efficiency

Vendor Onboarding Process

Financial Dual Reporting System

Credit Card Process Improvement

Accounting Software Migration

Increased Data Gathering & Analysis

Reduce Internal Wage Review Timeline

Increasing Advertising for Business Units & Services

MSU Collaboration & Engagement

Build MSU Alumni Networking Event

Expand Financial Transparency Awareness

OER (Open Education Resources) Implementation

Increase Collaboration between MSU Business Units

SRA Caucus Check In's

Policy & Governance

Implementation of Full-Time Employment Reviews

Operating Budget Evaluation

Cost of Living Advocacy

Bylaw 9 Group Reviews

Homecoming Finances & Festivities

Clubs

Decrease number of Clubs

2nd ClubsFest

Create a Clubs Funding Formula

Increase Funding Maximum for Clubs

ClubSpace Renovations

Facilities & Services Enhancement

Hub Funding

Increasing Promotion of On-Campus Event Spaces

Daycare Centre Lease Evaluation

EFRT First-Aid Course Revenue Increase

Services Financial Review

1280 Design Planning

CFMU Integration

Process Improvement & Efficiency

This theme is extremely important to the long-term governance of this organization as the pursuit of process-driven solutions will ensure that the actions which are taken by these Board of Directors & its successors. The potential complexity of the process has increased rapidly with the integration of e-transfer systems & with a planned migration from our current accounting system. These processes, while not seen, are the backbone to our organization running functionally and need to adapt to scale for the future & be able to better anticipate macroeconomic factors.

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| Objective 1.1 | Vendor Onboarding Process |
| Status | Started |
| Description | Creating a standardized process of onboarding & vendor management for all Full-Time Departments |
| Benefits | This will ensure that staff will have a prioritized list of vendors, streamlining the accounting process & ensuring we have better control with approved vendors & can build logistical plans. |
| Difficulties | Integration into different departments, ensuring we provide enough information to accurately scan for potential fraud while ensuring it is not an obstacle to department needs. |
| Long-term implications | Simplify Vendor Processes in the long-term & will ensure better management with vendors & the ability to better aggregate vendor performance. |
| How? | Vendor Onboarding Document for all new vendors & a Vendor Management process that will happen annually in February to remove old or unused vendors from the list. |
| Partners | <ul style="list-style-type: none"> • General Manager (GM) • Underground • Finance Committee • Accounting Department • MSU Full-Time Staff |

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| Objective 1.2 | Dual Report Finance |
| Status | Started |
| Description | Create the process that will ensure all accounting actions outside the normal operating procedure is notified to two out of three key managers (GM, Director of Finance, or VP Finance) |
| Benefits | During my first two months here, I have noticed that often information can get siloed between these roles. This system will ensure we do not miss any |

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| | important information & has been re-occurring issue that I want to ensure does not happen for the next VP Finance. |
| Difficulties | This will require additional correspondence and as we are attempting to decentralize the accounting & finance process will likely lead to lag time due to additional review done by all three parties. |
| Long-term implications | Better flow of communication & more likely during transition that these processes are not dropped as often has been the case. This will put less pressure on remembering every minute detail for a transition report & more about communicating effectively with all stakeholders internally. |
| How? | Increased accounting meetings to ensure this continues to be the followed procedure, have already begun this conversation with our accounting department & have been looped into further information which was not available for my predecessor. |
| Partners | <ul style="list-style-type: none"> • General Manager (GM) • Director of Finance • Accounting Department |

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| Objective 1.3 | Credit Card Process Improvement |
| Status | Started |
| Description | Move towards corporate cards which can be monitored in real-time by our accounting department |
| Benefits | This process will ensure better monitoring as we will be able to pause cards at once, reduce wait time for necessary purchases, & ensure we can accurately assess different purchases from similar online vendors (Amazon). |
| Difficulties | Integration & continued following of proper accounting procedure, this will require vigilance and increased monitoring as the central control of all credit cards being held within the Accounting Department. This is a privilege we are providing to our departments & any actions which go against current financial procedure could lead to the cancellation or limitation to the card. |
| Long-term implications | This process will create the opportunity for the organization to develop better processes & ensure we do not have issues with limited number of credit cards. Also, will ensure that there is not a need for major month-end reconciliations for orders. |
| How? | Our current Credit Card company has put us in contact with an American Sub-contractor who will provide this service which will also include added capabilities for \$12 a year per card. We have held two meetings and have reached an agreement on the limits for these cards. |
| Partners | <ul style="list-style-type: none"> • GM • Finance Committee • Accounting Department |

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| | <ul style="list-style-type: none"> MSU Full-Time Staff |
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| Objective 1.4 | Accounting Software Migration Planning |
| Status | Started |
| Description | Planned migration from our current system using Great Plains, this will require testing between our Accounting & IT department |
| Benefits | This process will increase the efficiency of our current accounting department after the initial growing pains which come with any new software adaption. |
| Difficulties | The timeline for this project will likely extend past my employment but the steps to ensure transition happens smoothly. This will include ensuring documentation of changes made for both myself & the SOP accounting positions so that new accounting department members better understand the process. |
| Long-term implications | This transition will keep the accounting department on the forefront of the technology available to best service all departments, services, & clubs. |
| How? | Continued integration & testing by our IT team to best develop & understand the current & future needs of our team to best equip us for this transition. Focus in the last several months of my term for an interim report & any information that will need to be included to future staff members. |
| Partners | <ul style="list-style-type: none"> GM IT Department Accounting Department IT Committee |

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| Objective 1.5 | Increased Data Gathering & Analysis |
| Status | On Going |
| Description | Over-arching goal to provide more historical data in Financial, Operational, & Evaluation criteria. |
| Benefits | Allows future board members to better understand decision criteria, future planning, & historical reasoning through documentation. |
| Difficulties | Time-consuming, will require consistent check-ins to ensure this process is continued going forward & will need myself to stay committed during periods of high stress & difficulty. |
| Long-term implications | Creating the information will ensure that future board members (specifically the VP Finance) get up to speed within a shorter period of time, have heard from previous board members that the learning curve is steep and can often lead into not fully being acclimatized to the role before October. |
| How? | Formalize decisions which need to be more consistent, create documents that better understand the reasoning (started saving emails to my OneDrive) |

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| | so that future members can understand. Work with our other VP's on standardizing the process for transition reports. |
| Partners | <ul style="list-style-type: none"> • GM • VP Education • President • VP Admin |

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| Objective 1.6 | Reduce Internal Wage Review Timeline |
| Status | Not Started |
| Description | After starting this role, I found out that internal wage review timelines for FT staff had been extraordinarily stretched out to the point of being borderline outrageous. As a part of the three decision makers on this process, I have expediated the ones currently going on. |
| Benefits | Reduce internal employee stress & anxiety to ensure better overall performance throughout the organization. |
| Difficulties | Limited control & time-commitment to handle these in a period of under 6 weeks from initial submission to recommendation to ensure employee well-being |
| Long-term implications | Will ensure that employee morale is improved & will show a commitment to the long-term wellbeing of our staff reducing turnover & ensuring institutional knowledge is kept. |
| How? | <ol style="list-style-type: none"> 1. Work with the GM to present this timeline as a non-negotiable & setting the standard that any review that expands past the initial six weeks will result in back pay if job is evaluated at a new level. 2. Have the expectation that after the review process is complete that a letter must be sent by the HR Director within 5 business days to handle this. 3. Putting this in an official document to ensure this becomes the standard criteria going forward. |
| Partners | <ul style="list-style-type: none"> • GM • HR Director |

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| Objective 1.7 | Increased Advertising for MSU Business Units & Services |
| Status | Started |
| Description | Created an internal advertising committee to plan for major events such as Welcome Week, Homecoming, & Light Up the Night to provide advertising opportunities for all other departments. Changed the role from Communications & Marketing to Communications & Advertising |

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| Benefits | The increased cost of events means that we need to expand our revenue opportunities to ensure we can keep up producing on this scale, this is an issue which without being |
| Difficulties | Integration into different departments, ensuring we provide enough information to these departments to provide context for the need currently & how we can better bundle advertising packages to ensure a consolidated approach. |
| Long-term implications | If successful, there is a need to ensure our internal Full-time staff feel they are compensated for this additional focus on advertising, will be analyzing other NFP operations to understand how this is done equitably. |
| How? | <ol style="list-style-type: none"> 1. Worked with our departments on an official letter bundling our advertising for Welcome Week (Complete) 2. Began reaching out individually to businesses in-person/virtually to better offer the focus that the MSU can bring to their organization 3. Began Advertising Committee to focus on a bundled advertising kit that can be sent out & easily distributed when working with WW & Homecoming 4. Hire Communications & Advertising Role 5. Create specific pathways for advertising during segmented time periods (Christmas, Valentines, etc.) 6. Review the AVP report on NFP commission compensation to understand pathways towards equitable distribution 7. Review efficiency of the Advertising Committee |
| Partners | <ul style="list-style-type: none"> • General Manager (GM) • Communications & Advertising Director • Internal Advertising Committee • VP Admin • AVP Finance |

MSU Collaboration & Engagement

When I started this role, I had never heard of the term “MSU Bubble.” I think this term & its usage as a potential negative is an incorrect way of thinking about this process. I think the focus should not be on the actual bubble but how to expand our cross-collaboration with the goals & visions of our service optimization. I have heard wonderful ideas from our departments about how to increase engagement from offering generalist applications to events which can be run to demonstrate the impact of those before us & our continuing growth.

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| Objective 2.1 | MSU Alumni Networking Event |
| Status | Started |
| Description | Create an event at the Hub to allow undergraduate students to network with former Presidents, Vice Presidents, & Speakers |
| Benefits | This event will better connect the past of the MSU & where many of the former Board members have gone with their career. Also creating a connection with potential future student leaders to meet & learn from these people who have been through similar experiences. |
| Difficulties | Timing & Location, as many past executives have since left the Greater Toronto Area, we would have to create a date that would be most optimal for most potential key-note guests. |
| Long-term implications | Holding this event as an annual event at The Hub would be an opportunity in the run up to the election drive future engagement to this & better bridge the gap as often, we have not remained connected to past leadership. |
| How? | A document created by the 2020 VP Finance (Jess Anderson) who had started the process of trying to establish where all earlier executives from 2000-2020 where & then sent it to the President & the AVP Finance to do some more research on how best to connect with these alumni. |
| Partners | <ul style="list-style-type: none"> • General Manager (GM) • President • AVP Finance • VP Admin & Education |

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| Objective 2.2 | Financial Transparency Weeks |
| Status | Started |
| Description | Create Three or more Financial Transparency Weeks for the upcoming year with planning built around different themes (Budgeting Basics- September, Support Week- January, & Understanding Taxes & Summer Budgeting- March) this is subject to change based around the Finance Committee & what they believe is valuable to the students they represent. |
| Benefits | The increased financial transparency weeks are incredibly important as the cost-of-living crisis, worst youth unemployment in ten years, & many other implications causing significant financial & mental stress which negatively impacts all students. |
| Difficulties | Balancing the planning for these weeks with external stakeholders & the schedules of our finance committee, AVP, & other MSU members who can best support these projects |
| Long-term implications | Building financial literacy & support will hopefully reduce the anxiety & stress students have from the financial stressors which have significantly worsened over the past five years. |
| How? | 1. Meeting with the Finance Committee to understand the needs for students & the planning we want to do for these weeks |

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| | <ol style="list-style-type: none"> 2. Once we have that, working to set the themes to meet the year-cycle of current students 3. Reaching out to University, External, & MSU specific resources for these weeks to ensure consistent programming 4. Allowing a provisional week for any issue that would be important enough to designate a specific financial literacy week |
| Partners | <ul style="list-style-type: none"> • Finance Committee • AVP Finance • Student Success Centre • Register's Office |

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| Objective 2.3 | Open Education Resources Implementation |
| Status | On Going |
| Description | As part of an earlier agreement by a 2022-23 board member we agreed to work with the MacPherson Institute & McMaster Library towards a joint venture of \$180,000 from the Provost Office & a \$55,000 commitment from the MSU. All money provided by the MSU will be going towards student & student facing events, please see the joint report from the VP Education & myself. |
| Benefits | This project gives us the opportunity to increase the implementation, promotion, & knowledge of OER's to best ensure that students have a reduction in potential cost for their textbooks & other learning tools. |
| Difficulties | With working with university administrators for this process, they have been very receptive to our feedback to best equip this for students. There still may be some differences in overall implementation but we now have set programming in place. |
| Long-term implications | Potential to limit cost for students as this program will update & create OER's & can lead to a more equitable solution for many university courses which would be a sufficient support towards our overall goal in trying to reduce unnecessary costs for students where possible. |
| How? | <p>Student OER Advocates (\$20,000) This initiative will centre student voices in OER promotion. OER Advocates is a two-part program. The first part would involve an OER training program that students would have to take part in. Following the training program, the students would create and carry out a project focused on promoting OER to the McMaster community.</p> <p>OER Project Stream in Student Partners Program (\$20,000) The MacPherson Institute's Student Partners Program will be expanded to include a OER Project Stream. This stream will provide \$2,000 grants for students to complete an OER project. The MSU will be involved in reviewing applications and selecting projects that will receive a grant.</p> |

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| | <p>Student-facing events (\$4,000) Student-facing events will be hosted in the HUB to promote OERs and associated projects to students. There will be a total of four events (one each semester).</p> <p>MSU OER Campaign (\$6,000) We secured a part of the fund for the MSU to run our own OER campaign. The VP Education and VP Finance along with the AVP University Affairs and AVP Finance will be responsible for organizing and implementing an MSU OER campaign.</p> <p>Miscellaneous (\$5,000) This category is intended to cover expenses for any initiatives that go over budget. The remainder of funds in this category can be re-evaluated near the end of the agreement.</p> |
| Partners | <ul style="list-style-type: none"> • VP Education • AVP University Affairs • AVP Finance • MacPherson Institute • McMaster Library |

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| Objective 2.4 | Increase Collaboration Between MSU Business Units |
| Status | Started |
| Description | Increase inter-departmental collaboration on outreach, advertising, departmental goals, & other areas to increase efficiency |
| Benefits | Increase efficiency, morale, & scale if we can implement solutions between multiple departments based around a collective individual goal (Example: CFMU & Clubs working together to offer an outreach committee has been something I have been trying to develop as fundraising, event-planning, & community outreach are extremely similar between them both) |
| Difficulties | Establishing equitable solutions so that these departments do not feel like they are being potentially taken advantage & developing throughout the organization, the connection to reach out to ensure horizontal support throughout the organization. |
| Long-term implications | If this can be done properly, it will lead to less potential issues or lack of resources as pooled resources can often lead to a better overall product. It would also reduce stress on department managers to handle many issues. |
| How? | <ol style="list-style-type: none"> 1. Set up a Department Goals Questionnaire (Complete) 2. Work with the VP Admin to better understand the implementation of cluster meetings to see how we can do this at a full-time staff level. |

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| | <ol style="list-style-type: none"> 3. Look into similar options between multiple departments & provide overhead support. 4. Review Overall Value this has been provided & decide on a pivot, continue, or dissolve. |
| Partners | <ul style="list-style-type: none"> • GM • VP Admin • Full-Time Staff • Department Managers |

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| Objective 2.5 | Monthly SRA Check-Ins |
| Status | Not Started |
| Description | This year, the Board of Directors and I are hoping to arrange monthly check-ins with SRA Caucuses. We are hoping it will foster open communication and collaboration between the SRA and the organization's leadership. These meetings (which can be casual over a coffee at the Grind) will provide a platform to discuss ongoing projects, address concerns, and align on key initiatives. By scheduling regular check-ins outside SRA meetings, the aim is to strengthen relationships, ensure transparency, and promote a shared understanding of goals and challenges. |
| Benefits | As above, the hope is this will foster open communication between the SRA and Board to help support SRA with their year plans, and hopefully lead to collaborative projects where it makes sense. |
| Difficulties | Coordinating schedules for monthly meetings and ensuring consistent participation from all members can be challenging. We will do our best to accommodate different schedules and be flexible when able. |
| Long-term implications | Regular check-ins will build trust and a stronger sense of community, a cohesive assembly, and hopefully lead to more effective governance. |
| How? | In September or late August, we will reach out to get everyone's schedules. After this we will set available times as a potential open hour opportunity if anything ad-hoc comes up. |
| Partners | <ul style="list-style-type: none"> • SRA Members • Board of Directors |

Policy & Governance

These objectives for this year are about ensuring strong corporate governance. McMaster University in their Budget Submission (Section 8.6) about their revenue assumptions, the projection from McMaster is to see a three percent drop in undergraduate enrollment by the start of the 2026/27 year. This impact on our organization fee would be equivalent to \$125,000. This will mean that this along with the significant financial impacts of Provincial & Federal policy

which have put significant strain on our university partners will mean that there will be a need to preserve our reserve for the downturn in student fees. There are areas of cost-saving that will be targeted this year to ensure we do not go over our initial projected deficit of \$292,980.80. This board has ambitious plans for the improvement of our service delivery & student life, but I have & will continue to caution that there is a need for analysis of current operations to better understand how we can do more with less before adding additional expenses. This will also require us to ask more from our services including ideas previously shifted off their workload. I know this is not a particularly exciting topic, but the long-term financial well-being of this organization impacts future advocacy, events, & services.

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| Objective 3.1 | Implementation of Full Time Staff Performance Reviews |
| Status | Not Started |
| Description | For the last several years, the MSU has not done any performance reviews to assess whether performance meets their job description and the overall performance which is needed to ensure we are best supporting students. |
| Benefits | This process will provide essential data for future Board of Directors on performance & ensuring a standardized process of holding ourselves accountable happens and can be managed across multiple different years. |
| Difficulties | These processes will need to be standardized to mitigate potential bias & with the constant change at the Board level, there might be different thought processes year over year during this process. |
| Long-term implications | There will be a file available for future Board's to better make large decisions based on year over year data and will reduce potential for a bias from one-year to make decisions. |
| How? | Yearly reviews done by committee of the GM, VP Admin, VP Finance, & HR Director starting with planning in October & going through departments in November. The need for this to be a 360 process will make sure we also get insightful feedback for better ways for us to manage our operations. |
| Partners | <ul style="list-style-type: none"> • GM • VP Admin • HR Director |

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| Objective 3.2 | Operating Budget Review |
| Status | On Going |
| Description | As this year, with additional costs from additional programming, wage updates to ensure that we remained competitive to other organizations. We had planned to have an approximately \$300,000 deficit. Since then, other board members have highlighted areas of potential development & while we want to ensure we optimize our service performance with reduced enrollment we must face the undeniable fact that cuts will need to be made. I have produced a plan for continued review monthly & decision times |

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| | mentioned in my summary with a plan for reducing unnecessary travel, executive budget lines, & further cuts if there is a need for this. |
| Benefits | This process must be done as we have seen unprecedented growth in undergraduate student enrollment and have scaled our operations to match this continued growth but with the current macroeconomic factors such as the Federal Visa Cap, we must plan to maintain our reserve as best as possible to ensure continuous operation of the corporation. |
| Difficulties | As always, the issue with this is that the finite resource we do have available is that if there is a need to reduce our expenses it may impact our service delivery, employee experience, or student-life engagement. |
| Long-term implications | If this process is not done, we would be hamstringing future leadership as they will not have the resources to meet the current student needs, this is my greatest long-term concern for this year. |
| How? | Reviewing trial balances for all services & departments monthly, strategy determined for areas of cuts which have the least impact in service, continued vigilance, & three annual reviews with the Board of Directors for status on revenue generation & expenses. |
| Partners | <ul style="list-style-type: none"> • GM • Board of Directors • Director of Finance |

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| Objective 3.3 | Cost of Living Advocacy |
| Status | On Going |
| Description | With the increased cost of groceries & rent, a significant uptick in youth unemployment (13.5% highest it has been since 2014), & reduced provincial support means that undergraduate students are facing increased stress over the cost of living. As a Student Union, it is essential that we advocate through official platforms & provide services which can ensure no undergraduate student has to decide between their educational cost & groceries. |
| Benefits | The focus this year will focus on supporting services such as FCC with the potential for increased uptake, working with the VP Education for our advocacy campaigns, & re-running the referendum on the Food Insecurity Initiative in January alongside the Presidential election. These actions will mostly be led by our other Board members but want to ensure that I can provide background support to ensure success on this front. |
| Difficulties | The difficulties with all cost-of-living advocacy are that we have limited resources to advocate, change, & utilize our services. This means that it will be a top priority to earmark funds for these processes |
| Long-term implications | Establishing Cost-of-Living advocacy as a key focus point for the year is extremely important. As a student union focused on this as the VP Finance, |

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| | understanding the cost of living and how we can best help students is a responsibility which needs to be ensured. |
| How? | Working with all stakeholders including University administration to best accommodate the needs & ensure that we utilize our opportunities to best reach the students who most need our support. |
| Partners | <ul style="list-style-type: none"> • GM • President • VP Education • VP Admin • Director of Finance |

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| Objective 3.4 | Bylaw 9 Group Reviews |
| Status | On-Going |
| Description | Currently the Bylaw 9 group process is extremely rushed which forces the SRA do not have the time to fully analyze the Finance committee findings. This year, I want to focus on asking Bylaw 9 groups to provide their financial statements over the summer, to give the finance committee & myself ample time to analyze and direct questioning to ensure better compliance with their initial planning. |
| Benefits | Accountability to the students who are paying these fees for these organizations and a resetting of the understanding of the expectation of timelines for |
| Difficulties | Working with the Bylaw 9 Groups to understand the expectation that their year-end financials are in by July 2 nd (been extended to 15 th). As they had previously submitted in August to September. |
| Long-term implications | Will allow in the future, a better way of communicating with Bylaw 9 groups so that we can ensure that both students who are committing money to these groups & the groups themselves are satisfied with the process and can be more collaborative in the future. |
| How? | Persistent Communication with Bylaw 9 Groups about their expectations on their end from both the AVP Finance & myself. After this step is completed, work with the Finance committee on recommendations & then send feedback back to the group. After this give our final feedback to the SRA before their presentation. |
| Partners | <ul style="list-style-type: none"> • AVP Finance • Finance Committee • SRA |

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| Objective 3.5 | Homecoming Finances & Festivities |
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| Status | On Going |
| Description | Working with the MSU President & Campus Events Director to ensure that we remain within our homecoming budget & also ensure we get at least 25 percent back through revenue (\$112,500) |
| Benefits | This will provide financial tracking & support for this major event as we progress towards the date to ensure that we remain within our expected expenses while offering the best experience possible. |
| Difficulties | With any major first-time event there will likely be unexpected expenses, we have built a buffer for this specific case and hope that we have budgeted enough for these costs. |
| Long-term implications | As the marquee student event of the year, ensuring that we manage this process responsibly will ensure we can continue this event over the next several years with increased support. |
| How? | Consistent check in on operations & building a buffer for overages for potential events while also engaging external businesses for sponsorship & advertising. |
| Partners | <ul style="list-style-type: none"> • President • Campus Events Director • GM • Communications & Advertising Director |

Clubs

Clubs are one of our most important connections with the undergraduate experience as it is year-round process in which the MSU can provide support for the cultural, social, academic, recreational, & religious needs of our students to best enhance their experience. This process has seen many opportunities to improve our process to ensure that we enhance our service implementation for this department.

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| Objective 4.1 | Reduction in Total Clubs |
| Status | Complete |
| Description | As we have seen over the last several years, there has been a massive exponential increase in both the number of Clubs and is significantly strained the ability for the Clubs Department to promote clubs and best provide club opportunities to create life-long memories for students. |
| Benefits | This will better ensure our funding can be better dispersed & have the necessary support to ensure clubs are following the operating policy that is a part of Clubs Training & better promote events through MSU funding |
| Difficulties | This process handled the reduction in clubs that had not followed the operating policy which caused many to not be re-ratified, this meant these actions had to be handled appropriately & with sensitivity for these groups. |

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| Long-term implications | This process will ensure that clubs going forward will be better supported in many areas including resources, support, and event space. This process will ensure that we can better our offering to clubs. |
| How? | This process was based on previous work done by the Clubs Administrator & former VP Finance. I came into this during this process & provided the support needed for our Clubs Administrator to be successful during this process. |
| Partners | <ul style="list-style-type: none"> • Clubs Administrator • VP Admin |

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| Objective 4.2 | 2 nd Clubsfest |
| Status | Not Started |
| Description | 2 nd Clubsfest to ensure that we give clubs, a second recruitment time along with providing feedback on the supports available & any potential points of discussion after first semester. |
| Benefits | With Clubsfest being early in the year, often there is the chance that students who have not begun their normal routine fail to see the opportunity of these clubs, coming back after first semester presents them an opportunity to take steps after normalizing the workload that their semesters entail. |
| Difficulties | Logistical, with the Hub this provides a fantastic setting to handle this process. The other major difficulty will be ensuring Clubs utilize this opportunity as many may not see the value in recruiting for the Winter semester. |
| Long-term implications | Ensuring Clubs has a major event to support the rich tapestry of the two hundred & fifty-five clubs outside the first week of the year & providing clubs an opportunity to build on strong executive teams who have enriched the undergraduate experience by offering them the chance to have a marquee event in the middle of the year to do additional recruitment. |
| How? | <p>Work with the Clubs Administrator on this process to ensure that three main tenets are met for this event</p> <ol style="list-style-type: none"> 1. Recruitment Opportunity- Clubs are given the opportunity to recruit and to network with students in the building which is best set out to meet the non-academic needs of undergraduate students. 2. Display MSU Supports- Want to include a booth/presentation for Bridges Coordinators to discuss the event space, Sponsorship & Donations Committee, Clubs Advisory Committee, & any other supports to meet the ever-changing needs of Clubs. 3. 360 Feedback- Having the Clubs Administrator & I there to provide a mid-year check in & hear from our clubs on areas in which we can better develop as the year goes on & for future years. |

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| | These tenets would set this event up for success, but we will need to begin marketing this opportunity immediately after the initial Clubsfest to continue the momentum throughout the year. |
| Partners | <ul style="list-style-type: none"> • Clubs Administrator • VP Admin • AVP Finance |

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| Objective 4.3 | Creation of Clubs Funding Formula |
| Status | On Going |
| Description | After further discussions with the Clubs Administrator about clubs funding, it has been relayed to me that we have no specific calculation for this process and often rely on a roundhouse discussion between the Clubs Administrator, VP Finance, & Clubs Accounting Intern. I intend to change this & have scheduled a meeting with our Director of Finance, Clubs Administrator, & myself to build an excel spreadsheet based on 5-8 data points, to reduce the potential for bias. |
| Benefits | Scientific process which can be tweaked but overall can be kept year-over-year ensuring that we can have a consistent method |
| Difficulties | While this process will likely be a better system for overall integration, there will be a need to monitor this system to make sure that it matches up with spending percentage from the previous year. |
| Long-term implications | Ensuring Clubs has a major event to support the rich tapestry of the two hundred & fifty-five clubs outside the first week of the year & providing clubs an opportunity to build on strong executive teams who have enriched the undergraduate experience by |
| How? | <ol style="list-style-type: none"> 1. Meeting with our Club Administrator to produce ten initial data points to review as potential options. 2. Initial meeting with all stakeholders to build the initial data set & parameters 3. Initial testing to try and find potential outliers and any needs to tweak the system to better support Clubs 4. Review meeting & any changes needed to build this process 5. Explanation to Clubs about the data that we use at Clubs Training 6. Initial Use 7. Mid-year check in & initial review to see if this system led to a better overall allocation of funds 8. Mid-year allocation review |
| Partners | <ul style="list-style-type: none"> • Clubs Administrator • Director of Finance • Clubs Accounting Intern |

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| | <ul style="list-style-type: none"> Accounting Department |
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| Objective 4.4 | Increase Clubs Maximum Funding |
| Status | Not Started |
| Description | With Objective 4.1 & 4.3 complete, we have additional funding available to better support our clubs, this means I will be working on increasing the maximum funding allowable. |
| Benefits | This change will ensure that we can better allocate funding so that clubs can increase their programming for the upcoming year |
| Difficulties | Doing this will require changes to the Clubs Financial Procedures OP, which will need collaboration with the Internal Governance Committee. This may slow down the process, so it is essential that this does not start later than August. |
| Long-term implications | Will allow clubs to better handle major events with MSU support, leading to a better undergraduate experience. |
| How? | <ol style="list-style-type: none"> Clubs Administrator & I work on a maximum funding allowable (\$2500 is my current initial proposal) Change the Operating Policy Send it to Internal Governance to review & determine if any changes need to be made Send this process to Executive Board for approval |
| Partners | <ul style="list-style-type: none"> Clubs Administrator Clubs Accounting Intern Accounting Department Internal Governance Committee |

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| Objective 4.5 | ClubSpace Renovations |
| Status | On Going |
| Description | After consultation during the Clubs Administrator during my campaign, I focused my platform on ClubSpace & the lounge outside as an area which needed significant uptake as it had fallen into disrepair. After conversations with MUSC (McMaster University Student Centre) General & Maintenance Managers we have started a plan for the re-upholstery of some of the furniture & the integration of new furniture in the lounge. Along with this the Clubs Administrator & I have produced a development plan to make ClubSpace an actual space that better represents clubs, can hold events, & clubs meeting. |
| Benefits | Establishing a better connection with clubs as with them being comfortable in the space, we will offer a greater connection. This will also help with the |

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| | CAC (Clubs Advisory Council) as meetings will now be hosted in the ClubSpace meeting room. |
| Difficulties | Timeline will be the most major concern; we have currently cleared the area of any furniture which does not fit the vision to be re-sold. We should have the painting & vinyl completed before Welcome Week but with delays from suppliers might not have all furniture in before |
| Long-term implications | Establishing a greater connection between Clubs Services & the clubs through the promotion of this space for Clubs to better develop the relationship & hopefully expand our connection as the MSU with individual clubs to get a better understanding of our process. |
| How? | Working with MUSC Facility to create a better lounge & ClubSpace area. They have taken on the responsibility for the lounge & collaborated with us for an overall unified vision & the capital expenditure approved by the SRA during meeting 24D will go to the internal vision of ClubSpace. |
| Partners | <ul style="list-style-type: none"> • Clubs Administrator • MUSC General Manager • MUSC Maintenance Manager • Underground • Clubs Advisory Committee |

Facilities & Services Enhancement

The theme of facilities & services enhancement is a key tenet as facility improvements can often be one-off capital expenditures that can completely revitalize environments. This along with a focus on integrating our services & business units to better enhance the MSU possible programming offering. These goals are about decisions during this year which will pay long-term dividends for the future of all McMaster undergraduate students.

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| Objective 5.1 | Hub Funding Plan |
| Status | Started |
| Description | Creating a funding plan for the Hub programming & many of the expenditures that will continue throughout its development as it grows into the premier non-academic space on campus. |
| Benefits | Ability for funding to be consistent year over year to provide a long-term development plan for this building, will also allow us to hold more premier events to bring students in & allow them to develop the space. |
| Difficulties | Providing this will have to come from the MUSC Fee for the foreseeable future with additional resources including partnering with CFMU, potential donors, & booking rentals. |

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| Long-term implications | The long-term implication would be that there would be a consistent system for programming for our marquee investment in student life which is The Hub allowing for increasing support for students & the experiences which the MSU must provide to enrich student experience. |
| How? | <ol style="list-style-type: none"> 1. Work with the VP Admin & GM to ensure we have an operating policy for the Hub before the start of the first semester 2. Begun working with the Student Life Director on booking rental prices to ensure students are the main priority for the space & make it accessible to them while funding additional preparation 3. Focus on connecting with potential stakeholders to honour those who improved student life & look at a potential plan with Advancement for one-time sponsorship opportunities. 4. Ensuring we connect with undergraduate students to ensure our programming is representative of our student base |
| Partners | <ul style="list-style-type: none"> • General Manager (GM) • Student Life Director • VP Admin • Communications & Advertising Director |

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| Objective 5.2 | Increasing Promotion of On-Campus Event Spaces |
| Status | On-Going |
| Description | With the completion of The Hub, improvements to 1280, & the expected movement of the Bridges space to be a part of the Clubs Administrators purview, there needs to be consistent media promotion & planning to let student groups know that these spaces are available to rent out for events. |
| Benefits | Would allow student groups to have multiple different spaces dependent on their needs without the need for them to look for off-campus banquet halls which limit student accessibility & offer a greater opportunity for the multiplier effect of other MSU operations. |
| Difficulties | Potential difficulties with changing consistent off-campus locations, the integration of Bounce with ticketed events may cause some issues. |
| Long-term implications | Would ensure that we were creating a long-term plan which connects these spaces to better equip current & future students to use all the event spaces possible that the MSU maintains. |
| How? | <ol style="list-style-type: none"> 1. Create a consolidated plan for advertising for all three spaces & determine whether there would be any value between offering a discount for multiple bookings. 2. Create a promotional plan with support from the Underground team to best position all three spaces. 3. Incorporating how to book these spaces in Clubs Training to ensure the groups most likely to use these spaces are aware. |

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| | <ol style="list-style-type: none"> 4. Establish a regular connection between Bridges Coordinators, Hub Facility Staff, & our Food & Beverage team to ensure any excess booking requests can be re-flowed potentially to other spaces. This would require constant communication between the Hub Facility Coordinator, Clubs Administrator, & Food & Beverage Team. 5. Survey groups which have used the space to understand how their experience went & any improvements we can make to better this for a greater student experience. |
| Partners | <ul style="list-style-type: none"> • Clubs Administrator • Student Life Director • Food & Beverage Manager • Bridges Coordinator • VP Admin • Underground Manager |

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| Objective 5.3 | Daycare Centre Lease Evaluation |
| Status | On Going |
| Description | As the current lease with Macneill Baptist Church expires at the end of the year, my objective is to ensure the continuation of one of our longest standing services by ensuring that this service is secure before the end of my term. |
| Benefits | Would ensure that the child support we provide for the MSU & community members has a secure home which will not require an immediate switch, continuing a fantastic service & building up the community goodwill. |
| Difficulties | Macneill Baptist Church is facing declining attendance & has been considering the potential of selling the property, this would impact all our capital expenditures which we have purchased & developed for the Child Care Centre. |
| Long-term implications | Providing a standardized process for any sort of departure from this location to ensure that all future capital expenditures are protected. This would also build a timeline for any potential changes to the lease |
| How? | <ol style="list-style-type: none"> 1. The GM & myself will be taking a meeting with Macneill over the summer to better understand the situation on their end. 2. From their work towards the extension of a three-year lease with potential provisions which protect capital expenditures from a Net Present Value standpoint as well as the possibility of being considered an embedded tenant in any sale for at least 18-24 months. |
| Partners | <ul style="list-style-type: none"> • GM • Child Care Coordinator • Director of Finance |

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| | <ul style="list-style-type: none"> • Macneill Baptist Church |
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| Objective 5.4 | EFRT First Aid Course Revenue Increase |
| Status | On Going |
| Description | Set a goal internally with EFRT for the expectation for their First-Aid courses to increase their total revenue through increased offerings & partnerships with community partners. |
| Benefits | EFRT for the previous five years before COVID averaged \$48,614 per year in First-Aid course revenue, it helped ensure that it covered many of the costs that EFRT had. Since 2022/23 that average has decreased down to \$9,715. With the overall expenses for EFRT increasing, the need for them to work towards reaching their pre-Covid numbers is extremely important. |
| Difficulties | Working with EFRT to re-build their standing as the best local group for First Aid training will be extremely important |
| Long-term implications | Would be a continuous process which would allow many of the EFRT responders to get compensated & receive practical opportunities to teach the public about First-aid training to better inform the community & gain greater revenue to hopefully reduce the overall cost as EFRT cost over \$100,000 |
| How? | <ol style="list-style-type: none"> 1. Connected with the EFRT Director about the break-even point for their courses as well as the expected amount in total revenue 2. Worked with the VP Admin on a promotional package & similar call sheet as used for the courtesy card & overall advertising 3. Quarterly checks in to review progress & determine potential gaps in reaching the public 4. Year-review to better determine ways that EFRT effectively connected with the Greater Hamilton Community |
| Partners | <ul style="list-style-type: none"> • Clubs Administrator • Student Life Director • Food & Beverage Manager • Bridges Coordinator • VP Admin • Underground Manager |

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| Objective 5.5 | Services Financial Review |
| Status | Not Started |
| Description | Review monthly the services trial balances to ensure we are responsibly using the funds available & have a mid-year check in with all PTM's to ensure that I offer the support to ensure PTM's can meet their goals. |

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| Benefits | Would provide more hands-on support for PTM managers as one of the largest issues they face on a year-to-year basis is handling the financial process. This would take some of the stress from them to focus on service delivery. |
| Difficulties | Would require buy-in from PTM's to the communication that I had to make sure we stayed on schedule |
| Long-term implications | Would be a continuous process which would allow many of the EFRT responders to get compensated & receive practical opportunities to teach the public about First-aid training to better inform the community & gain greater revenue to hopefully reduce the overall cost as EFRT cost over \$100,000 |
| How? | <ol style="list-style-type: none"> 1. Began by reviewing historical data for all the services to understand which services have seen their historical expenses increase significantly since 2022/23 2. Understand any potential context for these reasons for the cost increase 3. Begin reviewing monthly trial balances & send an email monthly about any budget line which is over 60% utilized before January & any that have over 80% utilization after January to ensure they remain within budget or if there is unexpected need for re-allocation. 4. Have an update de-brief during January to review with the help of the VP Admin so that |
| Partners | <ul style="list-style-type: none"> • Director of Finance • PTM's • VP Admin • Accounting Department |

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| Objective 5.6 | 1280 Design Implementation |
| Status | On Going |
| Description | Work with AVTEK, Food & Beverage Team, & GM to determine the best possible changes to 1280. |
| Benefits | 1280 currently has issues pulling in people, often leading to a lack of acknowledgement from students early on. We will look to target the patio as it is an outdoor space which can easily draw people in. |
| Difficulties | The largest difficulty is the time to do these renovations & the cost to do them, which means that will lead to working in tandem with other departments to best equip this area. |
| Long-term implications | Would hopefully open the space in a way like how the Grind brought a unique perspective to this area. |
| How? | <ol style="list-style-type: none"> 1. Produce an identity for the Patio & 1280 |

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| | <ol style="list-style-type: none"> 2. Remove dividers to ensure that we lower our potentially liability during club nights & increase maximum attendance 3. Bring entertainment into the space 4. Work towards capital expenditure for the restaurant (speakers & drapes) 5. Promote the space (See Objective 5.2) 6. Review the opportunities for different programming from the space improvements |
| Partners | <ul style="list-style-type: none"> • Director of Finance • GM • AvTEK Department • Food & Beverage Team • President |

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| Objective 5.7 | CFMU Integration |
| Status | On Going |
| Description | Work towards connecting CFMU to the greater McMaster University community through programming, partnership, & services offered. |
| Benefits | As CFMU is a separate incorporated entity, bringing them within the MSU service offerings would create a larger marketing push while allowing for the opportunity for greater partnership. |
| Difficulties | With this plan to integrate them further, we need to ensure there is value that we create for CFMU to ensure that this is an integration process which works better for all parties. |
| Long-term implications | The connection between CFMU & the Board of Directors is a relationship which must be supported as they provide a full media experience for MSU undergraduate students. |
| How? | <ol style="list-style-type: none"> 1. Refurbishing the 2nd studio to allow it to be a student content creation space. This space would be supported by the MSU by former radio shows which were no longer possible due to the set time needed for radio shows but would be a great way to highlight CFMU. 2. The development of a volunteer program for potential off-radio volunteers, connecting them to fundraising and other technical opportunities. CFMU has done in this past very well, having a team which has done outstanding fundraising. This would look to see if there are opportunities for this team to collaborate with other departments. 3. CFMU & the Hub partnering to provide a mutual beneficial opportunity to better visualize CFMU & provide additional programming within the Hub. |

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| | <ol style="list-style-type: none"> 4. The opportunity to potentially focus on programming which CFMU supported in the early to mid 2010's as this was an opportunity that is looked at fondly by many alumni. 5. Opportunities to increase connection with CFMU alumni. |
| Partners | <ul style="list-style-type: none"> • CFMU Full-Time Staff • Student Life Director • AvTEK Department • GM • President • Clubs Administrator |

Master Summary

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| May | <ul style="list-style-type: none"> • Transition into role • Began consultations with Internal Stakeholders • Process Improvement Planning • Shopify Store Launch |
| June | <ul style="list-style-type: none"> • Club De-Ratification Process • CFMU 1 on 1's started • Department Goals • Vendor Onboarding Plan • Passed my first budget • Hired Michael Wooder as GM |
| July | <ul style="list-style-type: none"> • Board Transition Retreat • Club 1 on 1's started • 1280 Dividers Removed & Patio Games Added • University Budget Submission Report • Advertising Committee Created • Hub Booking Policy • Organizational Structure Financial Planning & Internal Report |
| August | <ul style="list-style-type: none"> • Director of Communications & Advertisement Hired • ClubSpace Renovations • 1280 Speakers Approved • Homecoming Advertising Kit Complete |

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| | <ul style="list-style-type: none"> • Vendor Onboarding Form Completed (FT Staff only) • First Operating Budget Review • 1280 Patio Open • Bounce Integration |
| September | <ul style="list-style-type: none"> • Welcome Week • Clubsfest • Clubs Training • CFMU Podcast Studio Complete • OER Campaign • First Financial Transparency Week |
| October | <ul style="list-style-type: none"> • Employee Evaluation Process Begins • Club Grants Process • Homecoming • Hub Programming Review • Half-Marathon |
| November | <ul style="list-style-type: none"> • Credit Card switched over to Corporate Cards • Second Operating Budget Review |
| December | <ul style="list-style-type: none"> • Holiday Market • MSU Staff Social • MSU Alumni Event (Tentative based around schedule) |
| January | <ul style="list-style-type: none"> • 2nd Clubsfest • Planning for Campus Events Spaces • 1st Semester Advertising Review • Begin consultations for next year's budget |
| February | <ul style="list-style-type: none"> • Vendor Management Process • Third Operating Budget Review • Begin On-Boarding President-Elect |
| March | <ul style="list-style-type: none"> • Budget Completed by March 14th • Advocate for • SRA Year-End Social • Advertising Year-Plan • Final Financial Transparency Week (Focus on Summer Jobs, Summer Budgeting, & other topics) |

April

- Pass my second budget
- Light Up the Night
- Standardize Transition
- Finish Transition Report
- Begin On-Boarding next VP Finance
- Plan vacation to Europe