

Tuesday March 31st, 2015

ETLC E1-008

We would like to acknowledge that our University and our Students' Union are located on Treaty 6 Territory.

We are grateful to be on Cree, Saulteaux, Métis, Blackfoot, and Nakota Sioux territory; specifically the ancestral space of the Papaschase Cree. These Nations are our family, friends, faculty, staff, students, and peers. As members of the University of Alberta Students' Union we honour the nation-to-nation treaty relationship. We aspire for our learning, research, teaching, and governance to acknowledge continuing colonial violence and respect Indigenous knowledges and traditions.

ORDER PAPER (SC 2014-25)

2014-25/1 SPEAKER'S BUSINESS

2014-25/1a Announcements – The next meeting of Students' Council will take place on Tuesday, April 7, 2015.

2014-25/2 PRESENTATIONS

2014-25/2a **Presentation** – Restructuring, 2-900 Reno and Strategic Plan Presented by Marc Dumouchel, William Lau and Cory Hodgson.

We will be giving a presentation on these three items so Council has the opportunity to ask any questions.

Please see document SC 14.25.01

2014-25/3 EXECUTIVE COMMITTEE REPORT

2014-25/4 BOARD AND COMMITTEE REPORTS

2014-25/5 QUESTION PERIOD

2014-25/6 BOARD AND COMMITTEE BUSINESS

2014-25/7 GENERAL ORDERS

2014-25/7a **HODGSON MOVES** upon the recommendation of Bylaw Committee to approve Bill #X Faculty Association Financial Reporting Reform in first reading based off the following first principles:

- 1) The Students' Union's current financial reporting system is over cumbersome to SRAs.
- 2) A new financial reporting system that is transparent, efficient and accountable shall be created.

- 3) SRAs shall not be required to undergo a financial review.
- 4) SRAs will be required to report their finances on a trimesterly basis under the Students' Union Account Code System to Audit Committee.
- 5) SRAs that are Registered Societies under the Alberta Societies Act shall be required to undergo an audit on an annual basis and report to Audit Committee.
- 6) The Students' Union Account Code System will be a defined code of accounts representative of SRA's finances.

2014-25/7b

HODGSON moves upon the recommendation of Bylaw Committee to approve Bill #X Eliminating the Elections Review Committee in first reading based off the following first principles:

- 1) ERC has overlapping jurisdiction with the Bylaw Committee.
- 2) Elections Review Committee shall be eliminated as it is redundant.

2014-25/7c

HODGSON moves upon the recommendation of Finance Committee to approve Bill #X Access Fund Administration in first reading based off the following first principles:

- 1) The Students' Union is no longer in direct control of the policy surrounding the Access Fund.
- 2) The Students' Union shall retain the ability to use a portion of the Access Fund for administrative costs.

2014-25/7d

HODGSON moves upon the recommendation of Bylaw Committee Bill #5 SERC Reporting in second reading based off the following first principles:

- 1) Given that the Social and Environmental Responsibility Committee (SERC) is a sub-committee of the Students' Union Executive Committee, it should not submit reports to Students' Council.

Please see document SC 14.25.02

2014-25/7e

HODGSON moves to adopt the 2015-2018 Students Union Strategic Plan

Please see document SC 14.25.01

2014-25/7f

HODGSON moves to reallocate up to \$300,000 from the 2014 SUB renovation allocation to the renovation and expansion of the 2-900 office suite.

Please see document SC 14.25.01

2014-25/8

INFORMATION ITEMS

27 March 2015

To: Students' Council

From: William Lau, President
Cory Hodgson, VP Operations and Finance
Marc Dumouchel, General Manager

RE: Upcoming business at Council

Hello, Councilors!

A number of major internal initiatives will be wrapping up or coming for approval to Students' Council as we approach the end of the year.

As these are big issues, we wanted to provide Councillors with advance notice and an invitation to ask us questions in advance. We'd be happy to meet with anyone who wants to learn more about these initiatives. In addition, a presentation on these items will be made at the March 31 meeting of Students' Council.

Strategic Plan

We have a preliminary draft Strategic Plan for your review, and it is attached. (Please note that we may distribute an updated draft on Monday, but it will not contain any significant content changes – it will be a language edit, not a content edit.)

Here are the highlights:

- We have made the first section – the mission, vision, and values – a little more 'friendly' and conversational in tone, particularly with regard to the values statements. The committee felt that simple principles in plain language is more memorable and relatable, encompasses (if only by implication) the variety of specific values we hold as an organization, and reflects the way we actually talked about our values in the context of making decisions.
- The goals section is significantly different, merging critical success factors and goals to enumerate specific areas we need to work on over the next few years. Where we could identify a reasonable metric, we have included it; where the needs are clear but the end point is hazier, we have identified the principles behind what we seek to achieve. The result is a more specific and less general roadmap than our previous plan contained, but still general enough to provide for the variability of interests that Councils and Executives will have in coming years.

We're very excited about the plan, and the response to the draft from the Strategic Planning Committee, the Executive, and management has been very positive.

It is important to note that the Strategic Plan is a high-level document that guides the more-detailed planning work that goes on operationally. We've kept it brief and to the point, so that more people can easily read it and get a feel for where the Students' Union is going.

SU Budget

Just last week, we received confirmation on the level of cuts to the students services grant we receive, and so are now able to finalize our budget for 2015-16. We also followed a new budget preparation model this year, in an effort to try and achieve greater accuracy in forecasting. The budget will be on the agenda for the last meeting of the year.

2-900 Renovations

Specialized Support and Disability Services has relocated to the old SFAIC space on the main floor. This change enhances the accessibility of SSDS and results from a 'space swap' we negotiated earlier this term. We now control SSDS's old space, across from 2-900.

Many of you will be aware of the high density of our 2-900 offices – no meeting or staff rooms, every office filled, storage in our aisles, and 34 staff in the suite. There is simply too little space for our current operations, and no headroom for meeting additional needs. We have grown a lot since 2-900 was renovated in 1997, and our office has become a bit worn and threadbare.

To incorporate the old SSDS space into our office and refresh our offices, we have prepared a proposal to renovate 2-900. It is enclosed.

Renovations to 2-900 were originally intended to be part of the current SUB renovation, but were pulled early on in order to keep the costs of that project down. Happily, we have been successful in arresting cost increases to the SUB reno project, leaving untouched most of a supplemental allocation Council to the reno made in April 2014. We will be proposing using the unused portion of that allocation to renovate 2-900. We view this as a priority project; it affects how we are viewed by visitors and the shortage of appropriate space is impacting our operational efficiency.

Restructuring

With our focus on strategic planning this year, we have spent a lot of time looking at how we can make the SU function more effectively. We believe we have identified changes to the SU's organizational chart and management processes that will improve coordination and collaboration, and that better align our structure with our strategic initiatives. We also believe it will enable improved revenue generation through businesses and non-student sources. We have a great team, and now we're arranging that team in a way which makes more sense. We're very excited about the changes.

A document outlining our changes is attached for information. The Executive will, barring any issues arising, approve the changes in April to take effect May 1.

As you can see, we've been very busy this year – finalizing the main reno (June is the target date, with a September grand opening event), focusing on identifying our strategy going forward, and aggressively building the necessary team to execute our strategy. We look forward to your comments and feedback and questions, which you can either bring up at Council or by contacting Marc directly (marc@su.ualberta.ca).

STRATEGIC PLAN 2015-2018 (draft)

University of Alberta Students' Union

What We Do

Our mission is to serve, represent, and engage students.

Four pillars support our mission:

- We offer **services and businesses** that provide for the practical, social, academic, and personal needs of students.
- We organize **events and programs** that bring our campus together, help people connect, and build community on campus.
- We provide **space** for students to relax, study, and socialize. The Students' Union Building is the living room and civic centre of campus.
- We **advocate** for student interests to the University and all levels of government.

Why We Do It

We want to enrich students' University experience.

Our vision of a successful future is one where students:

- Feel accepted and welcome on campus;
- Thrive in a vibrant intellectual community;
- Are empowered and confident in their ability to succeed; and
- Contribute to the larger society as active citizens and effective leaders.

How We Do It

The way we do things is important – the values we live are part of who we are.

Do what's right, not what's easy.

We believe that acting with integrity and respect is essential to an open, collaborative, and democratic organization.

Inspire change for the world.

We strive to create a community where effective involvement shows students that they can change the world.

Act with unbridled compassion.

We help students make the most of any challenges they face by providing an inclusive and caring environment.

Always keep moving.

We adapt and innovate to meet the challenges and opportunities of our dynamic student environment.

Plan for tomorrow.

We act with future students in mind by making sustainable choices.

Critical Success Factors

The Students' Union has identified a number of factors critical to successfully fulfilling our mission, striving toward our vision, and upholding our values. For each of these Critical Success Factors, we have identified key goals to pursue with regard to these critical success factors.

In an environment like the Students' Union, forecasting needs and priorities beyond two years is particularly challenging: Each year, student leadership turns over almost completely. These goals will be reviewed annually and adjusted as appropriate.

1. Supporting Students

The Students' Union's key role, broadly stated, is to support students. But what does that look like, and what does it mean in real terms?

We will know we are effective in supporting students when:

- We provide opportunities to students: opportunities to learn; to actively participate in governance; and to cross paths, interact, or work with peers.
- We provide unique services that support students in their academic and personal lives.
- We work to build a strong campus culture and community, providing opportunities for the intellectual, cultural, and social development of our members.

Goals

1. **Increase student opportunities (paid and volunteer) within the SU.** We will increase the number of unique students who are involved with the SU, and provide new opportunities for involvement through engagement mechanisms such as operations advisory groups and through participation in coursework opportunities, such as community service learning and capstone projects.
2. **Increase supports for students in governance.** We aim to double the number of students in governance roles who take part in governance training and development programs, expand recruitment activities and increase the number of students who participate in SU and University governance, and to provide increased assistance to Student Representative Associations in pursuing their advocacy goals.
3. **Ensure the inclusivity of the Students' Union: Improve the accessibility facilities and programs and the diversity of students involved.** The students who work at the SU, use its services, or attend its events should proportionately reflect the student body at large. We aim for gender parity in governance activities and leadership programs and to increase the participation of international students in these areas. We will complete an accessibility audit of our facilities and programs, both real and on-line, and develop a strategy for enhancing accessibility.
4. **Promote better mental health among students.** We will continue our support for peer support programs and, where feasible, expand them; we will incorporate mental health wellness components into our programs and into our operations; and we will continue to work with the University to expand mental health resources for students.
5. **Provide for the social needs of students.** Our goal is to increase the number of Students' Union and student group events and to increase the proportion of events that are held on campus. We seek to expand the range, type, and number of extracurricular programs on campus through active collaboration with other parts of the University community. In support of this, we will strive to provide more integrated event support

and services to groups on campus, and will work to streamline the overhead required to host events.

2. Increase our relevance to, and connection with, our members.

The Students' Union is an agent and representative of students. Our legitimacy is grounded in our ability to accurately reflect and represent the views of students. We must have the support of our members, and our membership should feel an affiliation to the Students' Union.

To achieve this, we must be relevant to our members, communicate effectively with them, and provide for real engagement between student leaders and the people they represent.

Over the next five years, we will develop and implement better strategies for talking with students. These strategies will need to take into account the following considerations:

- **Going mobile.** Our members are increasing mobile; 80% of visits to the health plan site are from mobile devices. Our online services and our communication platforms must be developed from that perspective.
- **Focusing on the user experience.** Accessing SU services and programs should be as simple as possible, and focused on the best user experience. Currently, user experience competes with other organizational and promotional needs.
- **Providing for interaction.** Affiliation builds off of relationships, and relationships are built by talking. We must use social media more effectively and engage in more two-way conversations with our members, and we must improve and expand opportunities for students to provide us feedback.
- **Micro-targeting.** The rise of social media and other changes in the media environment has made it easier and more common for individuals to have 'bubbled' exposure to media – that is, from Facebook to the open web to apps like WhatsApp, individuals are more likely to get their information from the communities they are part of, rather than from mass media. This requires that we become better at identifying and targeting these communities, if we want to communicate more effectively.
- **Reassessing the most-effective mass communication platforms.** With the decline of print media, and given that mass communication tools remain a key element to any communication strategy, we need to assess which mass-communication platforms deliver the best return on investment.

Goals

6. **Refocus our communications strategy to emphasize social media.** Social media will continue to be a key communications tool over the next five years – it is where our members are.
7. **Redevelop our online communication and service delivery platforms to be more mobile-friendly.** Although our existing services do have some mobile capabilities, they operate and look more like a modified version of our online offerings, rather than as mobile-native services. This impacts the usability and reach of those services.
8. **Connect with alumni.** Alumni with strong Students' Union connections can provide perspective, history, and mentorship. Their networks are also a key resource for helping

us forge coalitions and collaborations, both internal and external to the University community.

3. Collaboration

As an organization with limited resources but a big mandate and ambitious goals, we cannot expect to be able to single-handedly do all of the things we want to. We will need to collaborate with others – the University, student groups, faculty, other stakeholder associations – to achieve our goals.

Collaboration is also a touchstone of our organizational culture. Internally and externally, we seek to build productive, cooperative relationships that respect the needs of all collaborators.

We will know we are succeeding at building better collaborative relationships when:

- Our areas of expertise are widely recognized and respected;
- The Students' Union is a sought-after partner;
- We are trusted to fulfil our obligations and carry our weight, even across multiple years and Councils; and,
- Our collaborations and partnerships are respectful in tone and based on consensus.

Goals

- 9. Building credibility, assuring stability, and strengthening relationships.** The Students' Union's annual turnover in student leadership is, we believe, a strength that enables the SU to be a uniquely vibrant, responsive, and creative organization. That same turnover, however, can also be perceived as a weakness, a source of instability and unreliability. In order to combat this perception, we will take additional efforts to identify and educate key individuals in the University community about the Students' Union, the meaning of a policy-governance model, the role of permanent staff in ensuring continuity, and the structures we have in place to promote stability from year to year. We will also implement a program for ensuring that all collaborative ventures include a senior member of the permanent staff as an ongoing contact.
- 10. Developing systems and expertise that are unique in the University community.** The strength of our collaborative relationships relies, in good measure, on the added value we bring to partners. To that end, the Students' Union has unique capabilities and knowledge in the areas of digital media, event venues and planning, leadership development, and various services that merit additional investment over the next five years. We will, in particular, prioritize the development of leadership programming and event support services, in order to become recognized on campus as 'content experts' in these areas.
- 11. Actively seeking to collaborate wherever possible.** In the past, the Students' Union has often sought partners after ideas were essentially implemented; going forward, our planning process will incorporate an active assessment of potential partners in the earliest stages of project development.

4. Build Organizational Capacity

In order to deliver on its vision, the Students' Union requires sufficient resources to support new initiatives and projects. The primary restraint on the Students' Union is not ideas or ability, but resources – facilities, operating funds, and staffing.

Goals

1. **Develop and expand non-student revenue sources.** The Students' Union will explore generating more funds for capital and programs through establishing a giving program, expanding sponsorship relationships, and increasing advertising sales. We will also explore the possibility of commercializing or selling technology developed internally, and partnering with external companies that can provide added value to students.
2. **Improve business performance.** We will seek to increase the long-term rate of return on revenue from business units. We believe this number can be increased significantly, with each additional percent of margin contributing between \$40-50K to our service and advocacy units. To increase our performance, we will focus on driving volumes and improve efficiencies: we will develop a clear quality of service strategy and improve marketing and presentation to increase usage, and ensure key operating ratios are kept in line to ensure operations are efficient.
3. **Maintain capital assets.** Central to our ability to attract students and fulfill our mandate is having key space and capital assets. Myer Horowitz Theatre and Dinwoodie Lounge are in need of a major renovation to maintain competitiveness in a changing environment and to support higher activity levels. The North Power Plant has the potential to become a key event centre for student group and alumni activities. In addition to these major projects, it is vital that sufficient capital resources be devoted to service and business units, so that their ability to perform is maintained.
4. **Restructure to better align staff responsibilities with strategic needs.** We will restructure to reflect the increased focus of human resources, provide additional senior support to business units, and ensure that all pillars of the Students' Union are represented in strategic decision-making.
5. **Develop our human capital.** Through professional development programming, appropriate and supportive personnel policies, staff recognition programs, and improved performance management, we will provide better tools to help our staff be as effective as possible.
6. **Integrate sustainability into operations.** We already do many things in a sustainable manner – from the use of eco-friendly cleaners to recycling old furniture and fixtures to sourcing food locally – but we can do better. We will build systematic, periodic reviews of the social, environmental, and fiscal impacts of our operations into our management protocols.

What's Next: The Role of This Plan

A strategic plan is the starting line, not the finish line. To achieve the plan, organizational commitment, culture, and processes must support it.

The role of this plan and the goals within it is to provide context and direction to the annual Executive and operational planning that occurs. All units of the organization prepare and revise operating plans on a semi-annual basis; in those operating plans, we lay out the specific projects and goals that contribute to the larger vision laid out in the strategic plan.

2-900 Expansion and Renovation

Prepared for: Students' Council

Prepared by: Marc Dumouchel, General Manager and Cory Hodgson, VP Operations and Finance

March 25, 2015

OVERVIEW

We seek Students' Council approval to proceed with renovating 2-900, enlarging and updating the office to better meet our operational needs.

Problem

There are a number of issues with the current 2-900 office suite.

- The office is crowded. If everyone who works there is present at the same time, we have 34-35 staff sharing about 6000 sq. ft. This is equivalent to that number of people sharing 3 mid-size houses. The 2010 *SUB General Space Program* identified a shortage of at least 1500 sq. ft. at that time, a shortfall which has become more acute as we've grown.
- The office was last renovated almost 20 years ago, and is showing signs of age. It no longer projects the level of professionalism that we need it to, particularly as we move into a period where a central strategy of the Students' Union will be collaboration with a variety of partners. An updated and professional office is a key nonverbal signal to partners that our organization is reliable and effective.
- Due to the office crowding, 2-900 has lost some of the amenities it formerly had. We no longer have an in-suite meeting room, a staff break/lunchroom, or an appropriate guest reception space.

Opportunity

In December 2013, when we confirmed that Financial Aid would be migrating to the Registrar's Office, we approached the Dean of Students office with the idea of swapping the Financial Aid space with the Specialized Support and Disability Services space in 2-800. We felt that this would allow us to grow while simultaneously providing better client access to SSDS. This past fall, the DoS agreed, and over Reading Week, SSDS was relocated to the main floor. With our annexation of 2-800, our available space increases by approximately 45%, from around 6000 sq ft to approximately 8800 sq ft.

This increase could allow us to re-establish lost amenities and to rearrange our office allocations for maximum efficiency. In the process of reconfiguring the suites (2-800 and 2-900), we also have an excellent opportunity to address the ageing fit and finish of the office.

This is a financially significant project, and it is not included in the main operating budget. However, through careful cost management, we will have approximately \$300,000 remaining in the allocations set aside for the main SUB renovation, that could be directed to this project. (The renovation allocation comprises the initial \$13.4M budget, the contributions from other parties, and the additional \$400K allocation made in winter 2014.)

Solution

Initially, before we completed the space swap, we had considered expanding the office downward, connecting the former Financial Aid space with 2-900 via a central staircase in the office. This was cost-prohibitive, with a price tag in excess of \$600,000, and this high cost only included a renovation/update to a part of the existing 2-900 suite.

With the annexation of the 2-800 office suite, we have developed a new, much less-costly plan for renovation and expansion. This plan provides more space than the prior strategy, at half the cost, and includes a complete update of finishes for the entire office.

Our proposal to Council will, specifically, ask for permission to reallocate up to \$300,000 from the main SUB renovation allocation to the renovation and expansion of the 2-900 office suite. A budget is provided below.

It may be worth noting that in the earliest phases of the renovation planning, 2-900 renovations were included. They were removed later when we finalized the budget.

THE RENOVATION PLAN

Schematics of the proposed renovation are attached. The major changes from the current office arrangement are noted below, and are coded to the drawing for reference.

Area A: Reconfiguration of reception and executive areas

The reception area and the north portion of 2-900 see the most significant structural changes. The reception desk is reconfigured and relocated, three offices demolished, and two offices constructed. A guest lounge/waiting area is created within the Executive office area, reflecting the fact that most incoming traffic is Executive-driven, and the Research and Political Affairs department is relocated to a suite of offices in the northernmost portion of the office to ensure easy access for the Executive.

Area B: Reconfiguration of the mail room

The mail room is expanded to provide space for basic business services - copier, fax, and other document preparation space and facilities.

Area C: Construction of connecting corridor and meeting room

The 2-900 and 2-800 suites will be connected internally by a new corridor, constructed along the south side of the office. This results in converting one office into a staff quiet area, connecting both sides of the office to a new staff kitchen, and creating a new meeting room for internal use.

Area D: Creation of after-hours event service space and addition of new 'back door' to the office

The large room at the north end of the current 2-800 space will be used for programming and venues. A door between that room and the rest of the suite will be added, so that the room can be used for back-of-house functions during evening events without compromising the security of the rest of the office. As that space will be an enclosed workspace rather than the open reception area it is now, a new door will be added to provide other staff with easy access to the offices on that side of the new combined suite. Primary guest reception would be handled through 2-900.

TIMELINE

Our timeline for this project is mid-April through June 30, depending on contractor availability. If we can keep to that schedule, it will mean that both the main reno and the office reno will reach substantial completion within weeks of each other.

ADDITIONAL NOTES

In addition to the above structural changes, paint and flooring throughout the office suite would be updated, using a modified palette from the SUB renovation project. The aim is to create a more open and contemporary feel to the space.

We would also reorganize our office allocations, to ensure that departments are efficiently organized and located: Advocacy support next to the executive, programming and services sharing the expansion space, and marketing unified in a set of offices along the south end of the office. Executive office arrangements will also be modified for optimal placement; for example, the VPOF will relocate back to the office immediately south of the President and closer to the offices of the staff they interact with more frequently.

The space plan has been discussed by senior managers and covered in an open house with current office occupants. It has broad and strong support among staff, despite the temporary inconvenience the renovation would cause.

BUDGET

Description	Quantity	Unit Price	Cost
Construction			
Demolition	4500	\$ 1.50	\$ 6,750.00
Partitions	125	\$ 70.00	\$ 8,750.00
Flooring - Carpet	7800	\$ 4.50	\$ 35,100.00
Flooring - Vinyl	1000	\$ 10.00	\$ 10,000.00
Ceiling			\$ 4,500.00
Millwork			\$ 25,000.00
Doors, Frames, Hardware			\$ 9,000.00
Sidelights			\$ 2,200.00
Finishes (Paint)	9000	\$ 2.00	\$ 18,000.00
Window Treatments	18	\$ 500.00	\$ 9,000.00
Mechanical (HVAC/Sprinkler/Plumbing)			\$ 29,200.00
Electrical	4500	\$ 6.00	\$ 27,000.00
Construction Subtotal			\$ 184,500.00
General Conditions (10%) (insurance, supervision, etc)			\$ 18,450.00
Total Direct Construction			\$ 202,950.00
Professional Fees and Other Charges			
General Contractor (Overhead and Profit)			\$ 20,295.00
University Charges (shutdowns, approvals, etc)			\$ 5,000.00
Design Charges			\$ 15,000.00
Total Fees and Charges			\$ 40,295.00
Allowances and Contingencies			
Furnishing, Fixtures, and Equipment Allowance			\$ 25,000.00
Contingency (15%)			\$ 30,442.50
Total Allowances and Contingencies			\$ 55,442.50
Total Project Cost			\$298,687.50

The floor plan shows the following rooms and areas:

- Area A (Green):** Includes rooms 200 (RECEPTION), 201 (CORRIDOR), 202 (LOUNGE AREA), 203 (OFFICE), 204 (OFFICE), 205 (OFFICE), 206 (OFFICE), 207 (CORRIDOR), 208 (OFFICE), 209 (OFFICE), 210 (OFFICE), 211 (OFFICE), 212 (OFFICE), 213 (OFFICE), 214 (OFFICE), 215 (OFFICE), 216 (OFFICE), 217 (OFFICE), 218 (OFFICE), 219 (OFFICE), 220 (DESIGN), 221 (MEETING), 222 (CORRIDOR), 223 (LOUNGE), 224 (SAFE ROOM), 225 (WORKSTATIONS), 226 (OFFICE), 227 (OFFICE), 228 (EA WORKSTATIONS), 229 (MAIL ROOM), 230 (KITCHEN/STAFF), 231 (CORRIDOR), 232 (FUTURE), 233 (FUTURE), 234 (FUTURE), 235 (OFFICE), 236 (OFFICE), 237 (P&V OFFICE 3), 238 (P&V OFFICE 2), 239 (P&V OFFICE 1), 240 (OFFICE), 241 (CORRIDOR), 242 (P&V OFFICE 4).
- Area B (Red):** Includes rooms 200 (RECEPTION), 201 (CORRIDOR), 202 (LOUNGE AREA), 203 (OFFICE), 204 (OFFICE), 205 (OFFICE), 206 (OFFICE), 207 (CORRIDOR), 208 (OFFICE), 209 (OFFICE), 210 (OFFICE), 211 (OFFICE), 212 (OFFICE), 213 (OFFICE), 214 (OFFICE), 215 (OFFICE), 216 (OFFICE), 217 (OFFICE), 218 (OFFICE), 219 (OFFICE), 220 (DESIGN), 221 (MEETING), 222 (CORRIDOR), 223 (LOUNGE), 224 (SAFE ROOM), 225 (WORKSTATIONS), 226 (OFFICE), 227 (OFFICE), 228 (EA WORKSTATIONS), 229 (MAIL ROOM), 230 (KITCHEN/STAFF), 231 (CORRIDOR), 232 (FUTURE), 233 (FUTURE), 234 (FUTURE), 235 (OFFICE), 236 (OFFICE), 237 (P&V OFFICE 3), 238 (P&V OFFICE 2), 239 (P&V OFFICE 1), 240 (OFFICE), 241 (CORRIDOR), 242 (P&V OFFICE 4).
- Area C (Blue):** Includes rooms 200 (RECEPTION), 201 (CORRIDOR), 202 (LOUNGE AREA), 203 (OFFICE), 204 (OFFICE), 205 (OFFICE), 206 (OFFICE), 207 (CORRIDOR), 208 (OFFICE), 209 (OFFICE), 210 (OFFICE), 211 (OFFICE), 212 (OFFICE), 213 (OFFICE), 214 (OFFICE), 215 (OFFICE), 216 (OFFICE), 217 (OFFICE), 218 (OFFICE), 219 (OFFICE), 220 (DESIGN), 221 (MEETING), 222 (CORRIDOR), 223 (LOUNGE), 224 (SAFE ROOM), 225 (WORKSTATIONS), 226 (OFFICE), 227 (OFFICE), 228 (EA WORKSTATIONS), 229 (MAIL ROOM), 230 (KITCHEN/STAFF), 231 (CORRIDOR), 232 (FUTURE), 233 (FUTURE), 234 (FUTURE), 235 (OFFICE), 236 (OFFICE), 237 (P&V OFFICE 3), 238 (P&V OFFICE 2), 239 (P&V OFFICE 1), 240 (OFFICE), 241 (CORRIDOR), 242 (P&V OFFICE 4).
- Area D (Yellow):** Includes rooms 200 (RECEPTION), 201 (CORRIDOR), 202 (LOUNGE AREA), 203 (OFFICE), 204 (OFFICE), 205 (OFFICE), 206 (OFFICE), 207 (CORRIDOR), 208 (OFFICE), 209 (OFFICE), 210 (OFFICE), 211 (OFFICE), 212 (OFFICE), 213 (OFFICE), 214 (OFFICE), 215 (OFFICE), 216 (OFFICE), 217 (OFFICE), 218 (OFFICE), 219 (OFFICE), 220 (DESIGN), 221 (MEETING), 222 (CORRIDOR), 223 (LOUNGE), 224 (SAFE ROOM), 225 (WORKSTATIONS), 226 (OFFICE), 227 (OFFICE), 228 (EA WORKSTATIONS), 229 (MAIL ROOM), 230 (KITCHEN/STAFF), 231 (CORRIDOR), 232 (FUTURE), 233 (FUTURE), 234 (FUTURE), 235 (OFFICE), 236 (OFFICE), 237 (P&V OFFICE 3), 238 (P&V OFFICE 2), 239 (P&V OFFICE 1), 240 (OFFICE), 241 (CORRIDOR), 242 (P&V OFFICE 4).



ELECTRICAL/FURNITURE PLAN

SCALE: 1/8"=1'-0"

HATCHED AREA DENOTES AREA NOT INCLUDED IN DEMOLITION OR CONSTRUCTION

Organizational Restructuring

Prepared for: Students' Council

Prepared by: Marc Dumouchel, General Manager

March 25, 2015

OVERVIEW

We are considering a comprehensive restructuring of the Students' Union's organizational chart. The goals of this reorganization are to:

- Foster for greater collaboration and communication;
- Provide new opportunities for our staff; to enhance efficiency; and
- Improve the quality of products and services we provide.

In conjunction with the restructuring, we are implementing new management coordination protocols and schedules to enhance communication and accountability.

The new organizational chart is attached as Appendix A, and the updated management protocols are Appendix B

These changes would go into effect on or around May 1, and will be reassessed in one years' time.

SUMMARY OF CHANGES

1. Creation of a Business Development Manager role and related changes to the Senior Manager, Finance and Administration role.

Businesses currently report either to the General Manager or the Senior Manager, Facilities and Operations. Given the extensive other commitments of these positions, it has made day-to-day senior level oversight of business units difficult or infeasible. This creates a number of issues:

1. Coordination between business units is sub-optimal, resulting in some unnecessary duplication of effort.
2. Standardization of common processes is limited.
3. Standards and expectations in areas of customer service, quality, and presentation are divergent.
4. We believe these issues are 'leaving money on the table' and that we can achieve a higher rate of return on revenue.

To resolve these issues, we are creating a Senior Manager, Business Development position, removing the Initiatives Manager position, and modifying the Senior Manager, Finance and Administration role to be the Controller/Senior Manager, Business Performance. We expect the two positions to work cooperatively in managing the units, with the Senior Manager, Business Performance focused providing improved and timely unit performance feedback and advice, and the Senior Manager, Business Development working to establish and enforce performance standards for customer service, marketing, and quality. For the purposes of ensuring that the span of control does not prevent effective management, one unit will report to the new Controller/ Senior Manager of Business Performance position, and the rest to the Senior Manager, Business Development position. The two positions will be, effectively, team-managing the business units, but the line of ultimate accountability for each unit will be explicit and singular.

2. Creation of Director of Student Life role and the combination of student services and programming and venues into one larger unit.

In order to better-align with the Students' Union's overall strategy, we will be combining the student services and programming units into a larger Student Life unit. Our reasons for this are manifold:

- Conceptually, both units deal with supporting students and creating community; they are naturally aligned. Combining them in a unit is a common structure at many North American schools: We're not breaking new ground here. Elements of services and programming have, in fact, been combined in the past - at one point, Orientation fell under the programming banner.
- We are seeking to expand programming and event activity on campus through a strategy of greater collaboration, both internal to the SU and externally, leveraging the tremendous skill of our events team. Student services have a great track record of collaboration across campus, and a combined unit will be in a better position to leverage existing relationships.
- Enhanced efficiencies: Student services and programming activities already overlap in a number of areas, and we have already identified additional opportunities. For example, developing part-time staff with the skills to operate our ticketing system has proven a challenge for programming; by adding ticket sales to our Student Life Central operation, which already handles similarly complex transactional work, we gain access to trained staff that can work the Horowitz ticket booth, easing staffing issues there while also providing additional work opportunities for our SLC staff.
- Complementary but distinct strengths and cultures. The current units have different strengths, and it is our belief that putting them under a common banner will enable us to take the best elements from each.

3. Change of reporting line of the Human Resources Manager

Human resources are a key strategic asset for the Students' Union, and how we evolve our staffing strategy is key. The position, which has evolved over the past year from a more routine administrative role to a more sophisticated and complex position, will now report to the General Manager.

4. Restructuring of student services

As presented to Students' Council earlier, we are also modifying the structure of our student services unit.

5. Realignment of Executive/Managerial Support

The administrative support unit will, for a six-month period, report to General Manager, with dotted-line responsibility to the Senior Manager, Facilities and Operations and the President. It is expected that this will be an interim solution and that the unit will ultimately shift under Facilities and Operations, with dotted lines to the President and GM.

6. Planning and management process revisions

As part of the restructuring, internal management processes have been reviewed and modified. In conjunction with one-on-one meetings with the General Manager, the total expected meeting load for management group meetings (Table 1) for a high-level manager will be approximately 90-100 hrs per year - significant, but not onerous, and the structure should reduce the need for disorganized, ad hoc meetings. Meeting procedures and planning milestones (Table 2) will also be revised slightly to provide better responsiveness and followup.

7. Reduction of direct General Manager reports.

This restructuring reduces direct GM reports from 9 to 8 immediately, and will eventually result in a further reduction to 7 if/when the reporting line for the Executive Coordinator is reviewed and revised later in the year.

8. Change of sponsorship manager position

The Sponsorship Manager position is being changed into a more general 'revenue development' position, and relocated to the Marketing and Communications department. This new position will handle sponsorships, grant applications, commercial advertising sales, and alumni development.

9. Additional department-level structural changes are in development

In both the programming and marketing departments, the managers are reviewing current structures and staffing, and will be making some department-level changes.

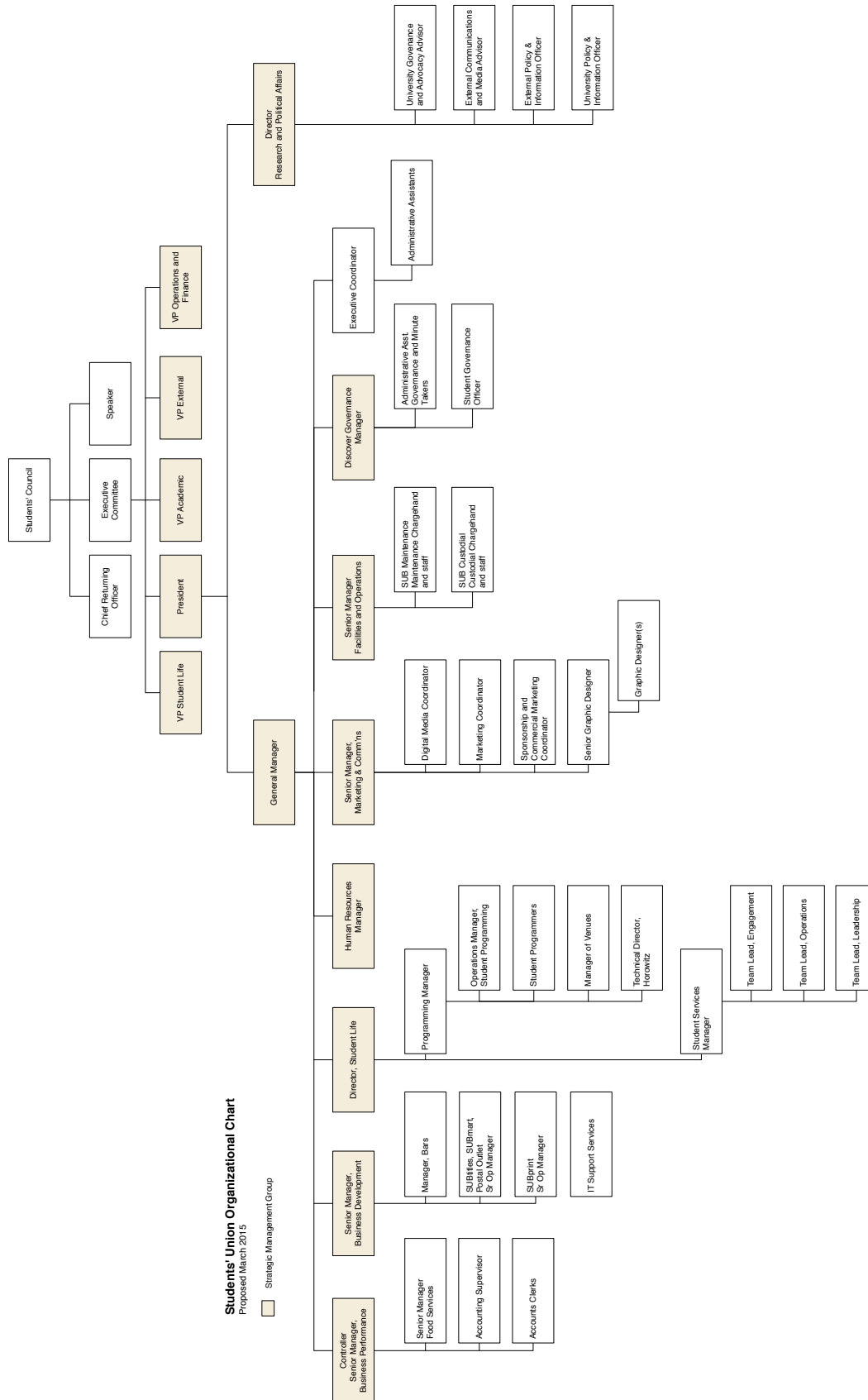
NOTES

These changes have been extensively discussed by the Executive and by management. Affected units have been notified and/or consulted. Senior management and the Executive are very supportive of these changes, and believe they will better align the needs of the organization with the skills and strengths of our team.

Formal implementation of these changes will occur through changing the job descriptions of affected positions. The Executive Committee will approve these changes as per Students' Union policy. In the instances where there are substantive changes to those job descriptions (i.e., more than just a reporting change), we will be initiating new contracts as appropriate. We have begun informal implementation of many of these changes already.

Councillors are welcome to contact the VP Operations & Finance or the General Manager to discuss these changes in greater detail.

APPENDIX A: REVISED ORGANIZATIONAL CHART



APPENDIX B

TABLE 1: MANAGEMENT GROUPS

Group	Frequency	Members	Support
Strategic Management Group (replaces the Senior Management Team)	Monthly, 2+ hours	General Manager Controller/Sr Manager Business Performance Senior Manager, Business Development Director, Student Life HR Manager Senior Manager, Marketing and Communications Senior Manager, Facilities and Operations; Discover Governance Manager Director of Research and Political Affairs Executive Committee	Executive Coordinator
Business Group	Bi-weekly	General Manager Controller/Senior Manager Business Performance Senior Manager, Business Development VP Operations and Finance	HR Manager
Student Life Group	Bi-weekly	General Manager Director, Student Life Student Services Manager Programming and Venues Manager VP Student Life	Administrative Assistant
Communications Group	Bi-weekly	General Manager Senior Manager, Marketing and Communications Director of Research and Political Affairs Multiple Executive Committee members External Communications and Media Advisor	Marketing Coordinator

TABLE 2: KEY ANNUAL PLANNING MILESTONES

Item	Time Frame
Executive Goal Planning	Draft: May Revisions: June Final: July Updates to Council: December, April
Operating Plans	Major re-write (align with strategic plan, executive plan): June Revision: November Finance Committee reviews: September - October Repeat annually
Management Planning Retreats	June December
Budget Planning	December through March

Bylaw 1100

Revision as of 20:12, 23 July 2014 ([edit](#))

[Admin](#)

(Created page with ""A Bylaw Respecting the Executive Committee" == Composition == # The Executive Committee consists of ## the President, ## the Vice President (External), ## the Vice Presid...")

Latest revision as of 01:01, 27 March 2015 ([edit](#))

([undo](#))

[Coryhodgson](#)

(2 intermediate revisions by the same user not shown)

Line 70:

provide tools for the Students' Union to serve as a model example of global citizenship for students, the University, and the broader community in a rapidly globalizing world.

The terms of reference will be annually reported to Students' Council.

Reports will be provided to Students' Council every trimester.

Line 70:

provide tools for the Students' Union to serve as a model example of global citizenship for students, the University, and the broader community in a rapidly globalizing world.

The terms of reference will be annually reported to Students' Council.

Latest revision as of 01:01, 27 March 2015

A Bylaw Respecting the Executive Committee

1 Composition

1. The Executive Committee consists of
 - a. the President,
 - b. the Vice President (External),
 - c. the Vice President (Academic),
 - d. the Vice President (Operations and Finance),
 - e. the Vice President (Student Life), and
 - f. the General Manager, as a non-voting member.

2 Mandate

1. The Executive Committee shall
 - a. manage those aspects of the Students' Union not otherwise provided for in legislation, and
 - b. represent the Students' Union to all external parties.
2. The Executive Committee
 - a. has the authority to direct any of its members, and
 - b. may delegate any of its authority.

3 Conduct of Meetings

1. The President is the chair of the Executive Committee.
2. Quorum of the Executive Committee is four voting members.
3. The Executive Committee has the same reporting requirements as a standing committee of Students' Council.

4 Members

1. The President
 - a. shall develop and maintain awareness of significant issues that impact students;
 - b. is the primary spokesperson for the Students' Union;
 - c. shall supervise the affairs of the Students' Union subject to the authority of the Executive Committee and Students' Council; and
 - d. has the authority to direct the General Manager.
2. The Vice President (External)
 - a. shall develop and maintain awareness of significant issues external to the University of Alberta that impact students;
 - b. shall advocate for the Students' Union to the federal, provincial, and municipal governments; and
 - c. shall lead and coordinate the Students' Union's efforts on advocacy external to the University of Alberta.
3. The Vice President (Academic)
 - a. shall develop and maintain awareness of significant academic issues that impact students;
 - b. shall advocate on behalf of the Students' Union on academic issues; and
 - c. shall lead and coordinate the Students' Union's efforts on academic advocacy.
4. The Vice President (Operations and Finance)
 - a. shall develop and maintain awareness of the Students' Union's operations and finances;
 - b. shall oversee those portions of the Students' Union's budget process falling within the realm of the Executive Committee;
 - c. shall provide operational and financial advice to the Executive Committee and its members; and
 - d. shall, in the absence of the President,
 - i. chair the Executive Committee, and
 - ii. have the authority to direct the General Manager.
5. The Vice President (Student Life)
 - a. shall develop and maintain awareness of significant non-academic issues internal to the University of Alberta that impact students;
 - b. shall advocate on behalf of the Students' Union on non-academic issues internal to the University of Alberta; and
 - c. shall lead and coordinate the Students' Union's efforts on advocacy on nonacademic issues internal to the University of Alberta.
6. The General Manager
 - a. shall provide support to the Executive Committee and its members;
 - b. shall implement the directives of the Executive Committee; and
 - c. shall oversee and direct those portions of the Students' Union staff who report, directly or indirectly, to him/her.

5 Term of Office

1. The President and the Vice Presidents of the Students' Union must be members of the Students' Union.
2. The President and the Vice Presidents of the Students' Union shall be elected to serve a term lasting from May 1 to April 30 of the following year.
3. The General Manager shall be selected in a manner prescribed by the Executive Committee and shall serve at the pleasure of the Executive Committee.

6 The Social and Environmental Responsibility Committee (SERC)

1. The Social and Environmental Responsibility Committee (SERC) will operate as a subcommittee of the Students' Union Executive Committee with the mission to:
 - a. aid the Students' Union in its ongoing efforts to be socially and environmentally responsible in the administrative, political, and business arenas.

- b. help promote the organization as a leader in economic, environmental, and social sustainability as aspired to in the Students' Union's Strategic Plan 2011-2014 by offering consensus based recommendations to the SU Executive Committee.
 - c. provide tools for the Students' Union to serve as a model example of global citizenship for students, the University, and the broader community in a rapidly globalizing world.
- 2. The terms of reference will be annually reported to Students' Council.