Vice-President (Administration)

Transition Report 2013-2014

By Anna D’Angela

Prepared for:

Jacob Brodka

Vice-President (Administration) 2014-2015

WELCOME

Jacob,

Get ready for the most rewarding but also the most challenging 365 days of your life. This job is truly a privilege to have and I learned a lot from it. I know you will too.

When writing this transition report, I really tried to write down as much information as I could possibly remember about this job. I referred to the transition report I was given last year quite frequently so feel free to use this report in the same way. It can be very helpful to get a historical perspective when you are tackling issues or trying new things.

As per your job title, there is a lot of “administrative” work that is required as the VP (Admin). You read a lot (emails, YearPlans, EB reports, Transition Reports, SRA documents). I have also left you an extensive amount of documentation from my year that you can also read through..

One of the best parts of the job, and in my opinion one of the most important parts, is the human aspect. You are the direct supervisor of over twenty students for whom this may be the first time they are in a job of this nature. They will succeed and they may make mistakes. They will look to you for advice, guidance and support perhaps both in their professional and personal lives. I found the relationships I built with the PTMs one of the most rewarding parts of the job. However, it will be tricky to balance these relationships when you have so many competing priorities. Just remember to always think critically about your decisions and actions because the impacts can be great. And, whenever you are in a moment when you have hundreds of different tasks to compete and no time to do it (which will happen), remember why you are in this job and what you are meant to do. I always found that helped me refocus and get the things I really needed to do done.

If you ever have any questions, please do not hesitate to contact me via email (anna.dangela@mac.com) or by phone (416-708-4609).

Yours Truly,

Anna D’Angela
Vice-President (Administration) 2013-2014

<u>THE MCMASTER STUDENTS UNION</u>

This section will highlight aspects of your specific role as well as larger MSU practices, policies and procedures.

BOARD OF DIRECTORS

The Role
As the VP (Administration), you are a member of the Board of Directors (short formed as BOD or BoD). This means you are responsible for all aspects of the McMaster Students Union. Now, you obviously have your own particular focus with your role, but it is good to have an understanding of various areas of the organization so that you can support your fellow BoD in their tasks and responsibilities as required or act as a connector to the various parts of our organization for your PTMs/the SRA.

In your role, you will focus primarily on four main things:
1. PTMs
2. SRA and the Governance Wing
3. Welcome Week
4. Random Stuff that Comes Up (Either Your Own Personal Projects or Assisting the BoD)

Historically, the VP (Admin) was heavily involved with the Full-Time Staff including the Student Opportunity Positions. Now, a majority of these responsibilities have fallen to the VP (Finance) given their interaction with our business units. I would encourage this to continue given the responsibilities of these two positions. However, this does not mean that you cannot or will not work with and get to know Full-Time staff. In fact, I strongly encourage you to work closely with these folks and get to know them on a personal level. These people help this organization function at all levels.

<u>Unique Traditions for Your Role</u>
Here are some of the traditions that exist as the VP (Admin). I hope you are able to continue at least some.
1. *Candy Bowl* – something I started this year that I would highly suggest you continue. Bringing in candy around holiday seasons (Halloween, Christmas, Easter). There are unique candy bowls there for most of the seasons for you to use. You can pay for the candy from your expense line. It honestly makes people so happy plus it is a great treat for you to snack on.
2. *Toys* – you will find near your desk an assortment of “toys” (I wouldn't classify a jar of Hellman’s as a toy but whatever) that have been kept by previous VP (Admins). I left a few behind (e.g. the disco ball – it actually works if you ever want to bogey when you are in the office late) and I would encourage you to do the same.

3. *Getting Dunked at the MSU Retreat* – so I don't think this is a thing anymore given that it didn't happen to either myself or David (well it almost happened to me but I was able to avoid it). But you never know – people may bring it back so be prepared to get wet.

Below, I have outlined for you some of the ways that the VP (Admin) and the other members of the Board interact, including during "Board Meetings".

<u>President</u>
The nature of the relationship between the President and the VP (Administration) has some constant items that are outlined in our Bylaws and in practice, but there are also unique parts of it that change each year with new leadership.

According to our bylaws, the VP (Administration) is the right-hand of the President: they chair meetings when the President is unavailable, provide direction on projects and make executive decisions on behalf of the organization when needed. You may assist the President in the completion of his projects. In general, you may be called upon to give advice and guidance to the President.

<u>VP (Finance)</u>
By the nature of your role, you two are the most often in the office during the regular work hours. This means that you will and should lean on them for advice when making decisions. They also deal heavily with PTMs from the financial side and should keep you up to date with any issues that are arising on that front.

This year, I found Jeff and I made a good team because we have very complementary perspectives and personalities but similar work ethics. You will find your groove with Scott throughout the year (don't think it needs to be similar at all to ours).

You will also interact on a variety of Welcome Week type projects. The VP (Finance) will tell you what you can spend on Welcome Week stuff. You also sit on the Welcome Week Advisory Committee (WWAC) with the VP (Finance) and together you will need to tackle problems. Finally, the VP (Finance) interacts with the Faculty Societies as they are the one to review the spending of the levy for the Faculty Societies and the University partners.

<u>VP (Education)</u>
The VP (Ed) is out of the office the most of all of the BoD so there may not be many instances where you interact. There are a few things that will come up though that are important to address:

1. *TAC and Advocacy:* At the moment, you technically co-supervise 2 PTMs (TAC and Advocacy) and the way that the work is broken down is that you assist these PTMs with any HR-type stuff, while the VP Ed will assist with direction setting and projects. I would suggest sitting down with Rodrigo early on to discuss what role he wants to play with these PTMs.

2. *General PSE Stuff:* You will learn engage with those policy discussions and decisions as well as the happenings of OUSA and CASA.
3. *Advocacy Type Stuff with the University:* Oftentimes, the VP Ed and the President are the two biggest advocates to the University. However, you may take on advocacy projects as well. Spencer was a great resource on how to tackle this problem given his experience. Rodrigo could also be a great resource should something of this nature also comes up this year so feel free to lean on him for support should you need it. Again, taking on some of these advocacy-related pieces could assist the VP Ed in not feeling so overwhelmed in their job.

Board Meetings

These are your weekly 1.5 hour – 2 hour meetings that you will have with members of the Board, the General Manager (currently John McGowan) and the Corporate Secretary (currently Jess Bauman). I found these meetings one of my favourite parts of the week for numerous reasons. It can be an opportunity to stay in the know about what your fellow BoD members are up to. This can be especially important for BoD who you may not see everyday (e.g. VP Ed).

During Board meetings, the BoD will address a few different types of items. This list was inspired in part by the list provided in the Transition Report created by David Campbell, 2012-2013 VP (Administration).

1. *Procedural:* The BoD receives many things that are more procedural in nature, such as annual staff wage increases due to inflation, requests for benefit usage, and late Health/Dental opt-outs.
   a. **Opt Outs:** You may have students who do not opt-out from the Health and Dental Plan on time or they are looking for extra coverage/exceptions to the plan. As the BoD, you have the authority to grant these exceptions. Jess will bring all necessary documentation to a Board Meeting. Moreover, I recommend encouraging SRA members, MSU PR and PTMs to help promote the opt-out period in September to people are aware of what they are getting if they stay with the plan and what they are opting-out of (especially to minimize confusion between opting out of the GSA plan and the MSU plan, which does happen).
   b. **FT/PT Fee Transfers:** You may get requests from students who are looking to change from FT to PT (to get their money back) or vice versa. There are certain stipulations about this procedure, outlined on the transferability agreement we have with MAPS. There is information under the Info section of the website on what a student can do. Usually, the General Manager will take the lead on this, but it would be good to clarify what is available, especially if students email you to ask or if you need such information (e.g. who is eligible to vote at our GA).
2. *Discussion:* Generally any discussion coming forward to the EB/SRA, or anything that we want feedback from the group on we bring forward as a simple discussion item on the agenda. The VP Admin tend to do a lot more work regarding the change of Operating Policies and Job

Descriptions, so your Board Meeting is a good place to bring them, prior to Committees/EB/SRA, to consult your fellow Board members and John McGowan**.**

3. *HR:* Anything relating to full-time staff employment, or significant part-time staff issues. As well any significant complaints from students will end up being discussed. For significant full-time employment issues that are resulting in discipline or termination, the Board will generally meet privately with the General Manager first, but approve it at the BoD meeting once a direction is set. The Corporate Secretary should not be present in any discussions involving discipline or termination of full-time staff.

YearPlans

As per many other members of this organization, you are required to submit a YearPlan to the SRA. This should come to the June meeting so start reminding your fellow BoD to work on it early. Essentially, it is your platform plus other miscellaneous things that will crop up in the first few weeks on the job.

Take this document seriously and spend time on it. I really tried to go back to it throughout the year; my rationale was that this is the document I promised the people that elected me that I would work on. SO, I must try to do it all. Hence, it is important to be realistic when you are preparing it, especially for your role. As the VP (Admin), you have some prescribed tasks that end up taking up a lot of your time. Compared to other roles, there isn't really much time to take on random projects. Instead, tie an objective to a task that is already required in your role (e.g. streamlining the PTM review process) to make your YearPlan more manageable and so that you are focusing on tangible and necessary goals.

Transition Reports and Transition Weekend

It can be difficult to think about your successor when you are currently in the job but it is so important. Some things I did throughout the year was keep extensive amounts of documentation and also keep a record of "Transition Report Reminders" (random things that would pop up or suggestions I had that I wanted to remember to put in this report). This has helped me now. Some people have found it helpful to write the report throughout the year – if that works for you, great!

For Transition Weekend, I took on a large role planning it this year. It would be good to reach out to incoming and outgoing BoD to determine what topics they want to cover. Keep it semi-structured - I incorporated 1:1 time and 2:2 time this year, which seemed successful and the nights were spent casually bonding, which I think is a good strategy. You should have the schedule for the weekend in your files (I also sent it to you via email). Work with Jess Bauman to book a location.

Expectations of You and Your Fellow BoD in the Role

Early on, I would strongly recommend sitting down as a group to discuss your expectations of each other. You are representing the MSU and it is important that you are all on the same page for certain issues. Things that would be important to discuss are:

- *Work Hours*
- *Conduct and Professionalism*
- Email Response Times
- *Dress Code*
- *Office Procedures*
- *Cell Phone/Electronics*

While it is critical to set out these expectations early on, it is equally important to continue to remind your fellow board members throughout the year (perhaps at the start of each new semester).

MSU Strategic Vision and Brand

As a member of the BoD, you will set the vision each year. I think our constitution, especially the first line "The role of the MSU is to draw in to true society all students of McMaster University" is quite fitting enough.

Wooder has plans to update the Visual Identity Guide. Support him on this endeavour. The VIG is really important in helping to make the MSU more professional and cohesive.

State of the Union (SotU)

SotU is one way that we create a historical record for this organization as well as outline and document our goals. Set up a meeting with the BoD and Wooder to discuss what you want to see happen this year with this document and discuss any changes you want to make. Mid-January comes up really fast and oftentimes it can be a scramble to finish. Be respectful of whatever you do need to write and deadlines that are set.

Extra Stuff of Your Job

Confidentiality and Your Role

If you ever need to dispose of confidential information, there is a shredder by your office. If you every drop anything accidentally in there, contact Victoria. She will help you retrieve it.

The Committee Room

It could be a good workspace but there are a few issues with the space. First, it is never kept clean. At the beginning of the summer, there will be a large garbage dump day. I would recommend informing your PTMs who occupy that space so that they can throw out any large garbage items. As well, it will be an opportunity to throw out any other large garbage items in there that you notice. Unfortunately, the VP (Admin) is often the one left cleaning the space. Who should get access to the space is outlined in an Operating Policy.

If at any point you suspect the room is used improperly or something is stolen, ask Victoria to print out the access card record and she can see who entered when. If steps need to be taken whereby a person needs to lose their key, inform Victoria immediately.

The Courtesy Card

First and foremost, I would recommend redoing the design for the courtesy card. We have used the same design now for the last few years. While this is happening with the Underground, check in with all of the service managers on the back of the card to ensure that they are still okay with the promotion being offered. The SRA suggested to me that for their courtesy cards, they should have free coffees on Sunday.

Next, draft a list of who you feel should receive a courtesy card. This year, I gave it to FT staff, PT staff (including PTMs) and volunteer executives as well as SRA members and MSU members to committees. In the past, VP (Admins) have also given it to university partners (e.g. VPs) to encourage them to use our services/businesses. It is up to you to decide who will get the card. David Campbell, 2012-2013 VP (Administration) summed up his rationale for deciding who would get the card quite well and I agree with it:

The courtesy cards are given in recognition for those who we know full well work far more than the hours for which they are recognized (either paid or unpaid). Therefore an executive with SHEC got one, but a CSR in Union Market did not.

Welcome Week

Having you in this role is quite a benefit because with your experience in Welcome Week (and the combined experience of your BoD), there is strong WW knowledge base to draw on. I think you have a lot of opportunity this year to critically think about how we do WW and to make it better. In general, I have expressed my sentiments to you about WW but I will state some of it here as well.

There is a separate document in the Welcome Week folder that goes in to more details about Welcome Week feedback overall, including Welcome Week First Year Student Feedback.

Structure

You have the fortunate opportunity to sit at every level of committee that governs WW. Take advantage of that fact and use it to strategically advance issues.

Something to consider, and Rodrigo might be particularly passionate about this, is engaging the VP Ed more in WW stuff, particularly any academic programming or any specific rep training. This could be a great opportunity to actually put programming in for students that they want and care about. As well, traditionally the VP Ed has helped plan the Community Clean Up with the SCSN Director. Consider taking on a larger role supporting the SCSN Director with this project.

Moreover, WW is governed by the MOU signed by members of the Student Services Committee. Start early to update it to reflect the changes you want to see in this document as well as the MOU we have that outlines our involvement with Faculty Societies. This document (Faculty Societies MOU) will be especially important to change given what has happened this year with Engineering. I have drafts of these documents in my files as well as final copies. If you can’t find them, Eva should have signed versions as well.

Welcome Week Committees
You sit on the Welcome Week Planning and Implementation Committee, the Welcome Week Advisory Committee meeting (WWAC) and the Student Services Committee meeting.

WWAC is where the money gets reviewed from Welcome Week. All of the groups (the university groups and the Faculty Societies) should be sending their financial statements to the VP (Finance). Support Scott with this endeavour.

Welcome Week Faculty Societies Coordinator
When I originally proposed creating it, the vision was to have this person end up supporting and pushing the Faculty Societies to be more involved in WW and also to create the best programming possible for students. Work with Al to help this person become acclimatized to their role and ensure they are making the most of this position. After their term is up, critically review the position to see if it was useful or could be revised.

Welcome Day
Each year, we pay for the volunteer lunch through 1280. Continue to do it in 1280. Rick always does a good job feeding people for a reasonable price. You will need to coordinate how tickets for lunch will need to be distributed. Last year, I did this with Rachel Nelson who may take this on again. Get in touch with her early on to ensure you order enough food.

Try to get members of the BoD/PTMs/SRA to participate in some of the workshops that they offer or SOAR. It is always good to get them engaged with first years early on.

Athletics/Football Game
You are an expert in this (far more than me!) so I won’t go on too long. Essentially, we want to try to get as many students to attend the game as possible and provide them the tickets to do so. It is a delicate balance because we don’t want to take all of these tickets and then have no one show up (which has happen) but also we don’t want to have to turn students away. I firmly

believe that having reps attend is important and adds to the atmosphere. Not everyone agrees so this will be an important discussion to have at the Welcome Week Planning and Implementation Committee, particularly whoever is taking over your role at the SSC.

Swag and Equipment
We give out a swag bag each year with a calendar, almanac and other goodies, including free stuff we get from vendors and anything a PTM is interested in putting in the bag. Wooder will work with you to order the bags. If you want to keep the same ones, just let him know. If you want to make any changes, let him know early on because the sooner we order, the more money we save.

I would also recommend hiring a Promo Coordinator again. This person can help you to distribute the swag throughout the week and supervise the Maroons that pack the swag.

We have also started directing any requests by external vendors for items to go in the swag bags be directed to Sandro, the Underground Manager. He is most able to speak with these companies and figure out what they want and what is the best offer for them. He may also be able to find you swag from vendors he currently works with.

Also, make sure you have everything in advance of packing swag bags. Speak to Sandro early on to determine what his plans are for the calendars (will he role them for you or not) so that your Promo Coordinator is prepared.

For equipment, Al will order your golf carts and walkie talkies.

Shinerama/Money Counting
Shinerama brings in a lot of money. There are a few standards we should maintain; it is beneficial that you have had some experience with this process so you can assist Karissa in the weeks leading up to Shine Day.

Ensure you and the Shinerama Coordinator meet in advance of Welcome Week so that you can strategize how money will be counted, determine what role the BoD will need to play as well as your expectations for the process. Overall, consult with Marn to see how she wants the money processed to make it easier for her on Monday.

Cups
This is one of your main responsibilities this year. Two bylaws govern these cups. Refer to them often. First and foremost, I would start this process (calling the committee and reviewing the rules/scoring) early on. Spend some time this summer to get the cups back from the two winners – Woodstock and HealthSci – so that you know they are in your safekeeping. Victoria can also help you get the engraving done. We used Watson’s Engraving last year that gave us a new cup and updated all of the engraving.

This year also seemed to be the year of the “Anti-Cup” for some folks. I think the cup has value as it gets some good competition going between groups. The problem is, people get too competitive. I got feedback from some planners on it, which is in my files. Feel free to refer to it throughout the summer. It might also be good to touch base with the planners early on to understand what they want to see this year in this process.

One final thing about the points system. Last year’s Shinerama Coordinator recommended that online donations be accounted for in the points. Something to consider when you are building the point system this year as it could benefit our Shinerama total if more people have incentives to donate online.

Phone and Email

You will be reimbursed for your phone usage. The reasoning behind this is that as a member of the BoD, you are required to be available 24/7.

Early on, add your email to your phone. You should be checking it quite frequently. If you let your email take over your life (like I did) it will and you will be answering emails all night long. Objectively that is bad, but I didn’t personally mind it. You do what makes you comfortable and try to strike whatever you feel is “work-life balance”.

Whatever method you use, ensure you are responding to emergency emails as quickly as possible and all other emails in a timely manner (about 3 days max was my rule). If an email is just an information piece (e.g. a Commissioner includes you on their email chain to the committee and it is just an update of what they accomplished), you may not need to respond. But, if the email is specifically asking for you to respond, do it. People hate when they are left hanging and then may proceed to email you again, message you on Facebook or call your office phone/text you.

Another tip I was given (and I think I have said this before) was to minimize checking your phone for emails and texts during meetings. The only reason I would recommend taking up this advice is that the perception you give off when you are on your phone during a meeting isn’t a good one. Usually, you may have something to contribute so listen in and participate and then spend time after hours or during breaks in meetings to check emails.

Vendors

Should you need to buy anything, I would recommend consulting with Wooder or the Visual Identity Guide as he can give you a list of preferred vendors. Make sure the correct address is listed for the MSU Office (see your business card) and that you include your name so that the Office Clerk knows to deliver it to you.

Benefits
To be honest, I was very confused throughout the whole year of what I was entitled to, what I could claim. Clarify early on what you are eligible for.

Money
As the VP (Admin) and more generally as a corporate officer of the MSU, you have the ability to expend funds on behalf of the organization. The budget lines you will primarily deal with are 'Exec' and 'Admin'. I relied on Jeff to help me figure out where I should expend money from. I also kept a copy of most of my POs so you can see where I spent stuff. I would recommend you do that for your successor as well.

Budget
This will hopefully give you a good estimate of where money should be expended:

Exec 6147-0305: Volunteer Recognition: could pay for Student Recognition Night (confirm this with Jess) and any expenses that Campus Events can't pay for from their budget lines for Eggnog or Sangria. Could also pay for other volunteer recognition events you dream up!

Exec 6301-0305 – SRA – Annual Campaigns; Exec 6303-0305 – SRA Special Projects: These two lines are used by SRA members (especially Commissioners) for any campaigns they are looking to run or ideas they may have. For example, the #TodayIFeel campaign expenses was paid for through this line. As well, the window banner for SRA meeting times and the SRA sign for the SRA/SWHAT Office was paid for through this line. Let SRA members know that it is available. Regardless, communicate early that the same rules apply for spending from this line as with any other line (e.g. seeking approval BEFORE spending).

Exec 6402-0305 – Awards & Meetings - SRA: pays for any food bought for SRA meetings and any supplies needed. Also, if you chose to create certificates for SRA awards (which I did not), you could use this line to pay for it.

Exec 6403-0305 – SRA Summer Meetings: this is the line that paid for SRA training in June and any expense that arise for the Summer SRA meetings. In referring to the proposed budget document, there is no amount listed. Confirm with Scott and the Accounting Office to see if this line still exists and if so, how much is allocated.

Exec 6405-0305 – Exec Meetings: apparently this pays for Executive Board (EB) transition meetings. I do not believe I used this line this year. Similar to Exec 6403-0305, confirm that it still exists for 2014-2015.

Exec 6407-0305 – Year-End Social: would pay for any end of year PTM/BoD social you plan. I do not believe I ever used this budget line. Similar to Exec 6403-0305/Exec 6405-0305, confirm what is allocated, if anything.

Exec 6410-0305 – PT Merit: pays for PTM appreciation dinner and any awards you may give out. In previous years, there have been PTM awards, similar to SRA awards. I didn't do that this year. Should you choose to do that and create certificates, this would be the line to expend it from.

Exec 6603-0305 – Special Projects: The catch all page for the BoD, this page is used for any of the projects the BoD may take on that need to be paid for. A lot of the MSU's Welcome Week expenses that you control can come for this line.

Exec 6612-0305 – Expense Account: each BoD has their own expense account, but I classified this line as paying for any BoD expenses where we were a larger group (e.g. transition dinner with the new BoD, events you may all attend, etc.).

Exec 6615-0305 – VP Admin Expense Account: your personal expense account. Use it to pay for conference/event fees you may attend, taking SRA members or PTMs out to lunch (I did that a few times as part of a survey contest) and buy candy for the candy bowl.

Exec 6801-0305 – MGMT Training: pays for PTM Training (for summer) and also for the Student Leadership Conference delegate fee for all of the PTMs and the SRA, given that it was a required training for the PTMs.

Exec 6802-0305 – March Transition Training: pays for BoD Transition Weekend

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

Adm 5715-0305 – Rent expense – Equipment: pays for any equipment rentals (i.e. Welcome Week walkie-talkies, golf carts, projectors)

Adm 6402-0101 – Awards and Meetings: pays for any other organization awards or meetings as needed

Adm 6801-0101 – MGMT Training: pays for any FT staff training
Pays for any FT staff training

Random Comment Somewhat Related to Your Role on the Budget: I would highly recommend that you work with Scott next year to standardize PTM budget lines. Some PTM lines are broken out nicely and others (e.g. CLAY) have one line for all expenses. Finances is always challenging for a PTM to wrap their head around and I believe that if the budget lines are more clearly laid out, it would help them. Just something for you to pass on to Scott and hopefully advocate for.

Signing Cheques/Standing Orders/POs
It is important that you understand how the PO system works so that you can communicate to your PTMs (or at least know who they should talk to for help). If you are unclear, ask Kevin, Marn or an Accounting Clerk to explain. It also helps if you know the system so that when you need to pay for things, you are able to do it yourself.

As a member of the BoD, you have the authority to sign cheques, standing orders and POs. However, it is usually best if you let the VP (Finance)/GM sign all of these things and only sign as a last resort. This also ensures that Scott will have a good idea of what is going on financially with all of the services and business units and they follow the procedures that he has laid out for FT Staff and PT Staff (such as filling out POs well in advance).

<u>Keys/Office</u>
DON'T LOSE YOUR KEYS.

Over the past few years, the level of security has increased when it comes to the office. There is a lot of information and assets that is stored in our office and we need to ensure it is secured, for everyone's benefit. Now, anyone who is staying after hours in the Office should either be a staff member who is in that office, or a student/student group who is supervised by a FT staff member or BoD. Clarify these rules with folks early so that the expectation is clear.

<u>Office Supplies (Lyreco Orders)</u>
If you feel like you are missing office supplies, the first line of defence is asking the Office Clerk. You can also place orders with Lyreco. The Office Clerks have the catalogue – just return it when you borrow it. Should you want to place an order, talk to Jess. She has information for you about how to go about ordering and paying for whatever you need. The other option is just going to The Campus Store if it is urgent and then reimbursing yourself after the fact.

<u>Eggnog/Sangria</u>
The VP (Admin) is the Board member responsible for planning these events. Traditionally, in the past Al and Campus Events did most of the work. However, this year a committee was struck of FT Staff to plan the event. Eggnog was really successful. I didn't go to Sangria but I heard it was pretty good. I would recommend using this committee structure again as it helps with idea generation and division of responsibilities. For the guest list this year, we essentially invited everyone involved with the governance wing (SRA members and MSU members on committees), the PTMs, the FT staff and then service volunteers. Something David did that I did not do was give out Volunteer Recognition Awards for the services at Eggnog (this was determined by the PTM and they were given a

certificate). I didn't do that this year because we essentially invited everyone. But, if this is something you want to start up again, there is information in the 2012-2013 email folder.

My suggestion for next year is to set a date for these events early in the semester. It really is a night to celebrate everyone's hard work and you want to make sure people are aware of it in advance.

MSU Who Day

This hasn't happened in quite a few years but essentially it was an event that we used to run to promote our services in Term 2. It was like a mini-Clubsfest just for services. The last time it was run was by John McIntyre, 2010-2011 VP (Admin) and it was very successful. It could have value if you wanted to revive it, especially to garner more interest in our services during Term 2 when commitment starts to falter in our services. I would speak to your PTMs early on to see if there is interest in something like that and then go from there. Also speak to John and Wooder to get more history on the event or check old VP (Admin) files.

Relationships with Other Student Organizations (MAPS/GSA/IRC)

I had very little involvement with MAPS and the GSA and I expect the same will be for you. Normally, the President works closely with these groups alongside the General Manager.

The IRC is the advocacy group for students in residence. Once place where you do overlap is Welcome Week. I would suggest reaching out now to the IRC President to determine who is the point person for Welcome Week programming and considering supporting them in their events. Consider collaborating with them on programming and events.

Network

All of my files are pretty logically sorted for you. You also have files all of the previous VP (Admins) for you to peruse.

As the VP (Admin), remind people to be saving files to the server regularly. Also, really encourage people to be smart users of the internet when it comes to downloading on MSU computers. Should they download something or plug something in, it has the potential to access the entire network.

MSU Office Window Banner Booking

You are responsible for coordinating who puts banners up in the windows. These banners are created through the Underground. Before, you used to have to print a bunch of sheets and then tape them together. While this is still an option, it is recommend to just use the large format printer to do one single sheet.

This year, given the popularity of this advertising method, we only allowed MSU services/campaigns to occupy the space. I would recommend this continue for next year. Something that you may need to address is that as my term was coming to a close, I noticed that there are a lot of “permanent” banners up in the windows (one’s that would stay up all year). If multiple services/businesses chose to use this method of advertising, it will limit the number of spaces available. I am not sure of a solution, but it would be good to strategize with Mike Wooder (Student Life Development Coordinator) who also actively promotes the banners and helps put a lot of them up.

Space Allocation and Space Audit Committee

You will need to do one this year. I never had to really do one (just implemented the recommendations from one) so I can’t give you too many details. Here are just a few minor recommendations:

1) Before even beginning, take time to review the previous documents submitted by staff and Department managers. It will give you a good grasp of what was asked and the feedback that was given. Especially look at the EB report of the recommendations that were presented for changes
2) Utilize the committee. You have a committee of 4 people who can help you with this process. Capitalize on this opportunity.
3) Start early. You want to give this project the time it deserves so plan in advance and use your summer if possible to get part of the Space Audit and Allocation done.

AODA and Risk Management

As the VP (Admin), you will be the main point person on the BoD that would address these matters.

The MSU must become compliant with AODA legislation by Fall 2014. John McGowan is taking the lead on this project so support him with whatever he may need. For the PTMs, the first step has been requiring them to do AODA Training alongside the required EOHSS trainings.. As well, Ayshia Musleh from HRES has helped us so far – she delivered a version of AODA training to FT Staff in March. She is the Accessibility Specialist in HRES and helping McMaster University enter in to AODA compliance. She could also provide assistance with anything the organization may need on this matter.

Starting in 2013, the MSU took over its own risk management processes. These documents were inspired by the forms required by EOHSS. John has indicated that he is working on getting the Risk Management forms online as the paper documents are just not practical. Check in with John to get an update on the progress of this matter. Until the online version is complete, continue to use the paper version with your PTMs.

Something that I prioritized this year was having PTMs do these risk management forms. It is just good practice.. Early on, make it an expectation that these forms be completed for ANY events that fall outside the normal operations of a service. As well, you should make sure to keep the records of these event management forms in your office.

Security/Break-Ins

Slowly, we are moving towards using more swipe card accesses to spaces rather than the traditional keys. The last three VP (Admins), including myself did not install any new ones but you could make an effort to put a few in on some key spaces. They are about $2,500 per door. Speak to Victoria to see if she has any suggestions because she is the keeper of the keys.

MUSC

You don’t sit on MUSC Board of Management (The President and the GM do) so you don’t have much to do with MUSC. The only things that you will need to do are book rooms for yourself or help your PTMs with room bookings. However, you may engage at the BoD level on issues that arise concerning MUSC (e.g. renters, space allocation, vendors in MUSC) which you can actively participate in.

Student Recognition Night (SRN)

Planning this event is fun and stressful all at the same time. Jess helps you with so much.

Early on (aka September/October), sit down with Jess and talk about the role you want to play this year. Jess has a really helpful spreadsheet this outlines all of the tasks and who is responsible for completing them.

The Invite list is the hardest part. The room is pretty small (about 280) but there are a lot of people you want to invite. This year, I tried really hard to invite as many students as possible and minimize University administrators because this event is meant to recognize students. Once RSVPs close, you will work with Jess to develop seating arrangements. We didn’t do a check-in system this year. I wouldn’t recommend signing people in anymore – just create a nice seating chart that they can use.

Invite the Master of Ceremonies in September so that they are aware of the event. They sort of know it is coming but a formal invite and letter is always nice to receive. That way, you can spend a lot of time prepping them on their roles and responsibilities. Also, consider sending out a “Save the Date” to people whose calendars fill up early or who are important guests (e.g. Honorary MSU Members) so that you know they are available.

You will request a donation from Karen from AA and the Office of the President. Template letters are in my files.

You will run the J. Lynn Watson Award and MSU Spirit Award selection committees. There are documents in my files of the agendas but this year, the

Speaker did a lot of the work promoting the award. Just check in with Mike late Term 1/early Term 2 to ensure he has a plan on how to promote these awards. Organize a meeting with all of the committee members for about 1-2 hours. Once you have decided a winner, let Victoria know so that she can order the awards and let Jess know so that she can invite nominees to the event.

A few smaller details and recommendations:

- I really liked having the slideshow explain the award. What I think should be removed is having a person's picture put on the show. I think it is more meaningful if the person or group nominated stand up (and it avoids ugly photos being used).
- I think standing up at the front really helped Neville in handing out awards. It ensures he is organized and everything runs smoothly.

FULL-TIME STAFF

Full-Time Hiring

Because I wasn't involved in any hiring, I don't have much experience to share. I will attach for you what was passed on to me by David Campbell, 2012-2013 Vice-President (Administration) as I think it does a good job outlining your options and things to work on in this process.

There are two ways to hire new FT Staff: Public Posting or a Head Hunter.

1) *Public Posting: John will coordinate the posting of the position on websites like Charity Village, localwork.ca and in the Hamilton Spectator, and you'll generally have it open for 2-3 weeks. For some context, you will usually receive between 100 and 300 applications for FT positions, so it definitely takes a lot of reviewing and shortlisting, but you'll find that it's not that hard to get it down to 5 candidates, as long as you set out criteria for what you are looking for beforehand. The hiring committee generally consists of McGowan (or the supervisor), a Board of Directors member and either a second BoD member or the outgoing staff – depends on whether they are leaving on their own accord and the relationship with that staff member. John will help with interview questions and has a very strong interview process that he likes to follow.*
2) *Headhunter: This is a bit rarer, but is especially important with some positions. Basically, this is hiring an external company to search for potentially strong candidates for you. You have to pay a flat fee retainer in case they find no one, and generally a percentage of the salary if they do find someone.*

Always consider their skills, but also their potential and how they would work in this environment. It is a lot easier to make more money anywhere else, and so the MSU is often a stepping stone for younger staff. The most important thing in the hiring process is supporting them once they begin, which is something we do *poorly. There should be training sessions and there should be regular check-ups, which is where we often fall short as an organization.*

<u>Child Care Centre</u>
As the VP (Admin), you will attend the Child Care Centre Committee Meetings, along with the VP (Finance), John and Pauline who are also on the committee. I found it an interesting committee to be a part of. Plus, there is free coffee and cookies and it only meets once a month.

<u>The MSU and You Radio Show and CFMU</u>
You will host a show on Mondays from 12pm-1pm on CFMU. I hosted all but 2 shows. Normally, other BoD will do the show with you. Sometimes I had guest co-hosts on (e.g. PTMs, SRA members, university folks). Keep it G-rated, try not to talk about anything too polarizing (unless you present both sides fairly).

If you can't make the show and another BoD can't step in, you can pre-record the show. Or if you let Jamie know in advance, they can just put on a previous episodes. Do your best to be punctual and let Jamie know when you can't show up so he can find alternatives.

<u>Full-Time Employment Issues Committee (FTEIC)</u>
I was not involved with this committee at all this year as it has been primarily the VP (Finance) who will sit on this committee. As such, I will provide for you the information that was given to me by David Campbell, 2012-2013 Vice-President (Administration) as he more closely worked with this committee.

Jeff W took more of the role in being a member of this committee this year. Debbie Good represents the management staff, Pauline the non-management, you'll have to elect a new Student Opportunity Position member and Debbie Thomson represents the Child Care Centre. I would strongly suggest having casual conversations with these individuals about their thoughts on the committee.

<u>MSU Public Relations</u>

There are many aspects of Public Relations for the MSU that you will take part in. This department is led by Michael Wooder (SLDC) who supervises various PT staff and an SOP that you will work with regularly.

Summer Letters
You will be asked to write a "Welcome to Mac" letter along with the rest of the BoD to include in the MSU Guidebook, the MSU Almanac and potentially other publications. Every first year student will get a guidebook so you want to make sure your message is meaningful. There are examples of what I wrote last year in my computer files, as well as previous VP (Admins) that you can draw upon.

President's Page

On Mondays at 4:00pm, the BoD will meet with the SLDC, the PR Assistant, the Communications Officer and the Social Media Coordinator. Traditionally in the past these meetings were just to discuss who was writing what for the President's Page (aka Pres Page) each week. The President's Page is a page in The Silhouette that we pay for each week; we use it to write about upcoming events or issues that we are looking to advance. These meetings seemed to expand this year from just talking about the Pres Page to broader PR ideas that I think is a great direction to continue.

A few suggestions about the Pres Page and the meetings. First, prioritize these meetings. Show up on time and come with ideas to write about. When you are in the meetings, contribute to the discussions. Also, feel free to bring any information about upcoming campaigns that the services are running; oftentimes, Wooder will get the PR Assistant or SMC to write articles about and then promote things that these PTMs are organizing. You can bring any ideas to their attention. Also, push for new and creative ways to deliver the Pres Page. As well, really try to respect the deadlines Wooder sets. It may mean you are writing after hours but it is easier for him if you get it all done in a timely manner.

Social Media

I am not the most frequent tweeter and there was no way I could compete with some members of the 2013-2014 BoD. Every person approaches their Social Media profile differently. I chose to tweet about my life and things that were going on in the organization, on campus or in the city. You may have a different approach – just be honest and remember that what you say will be out in the public and probably seen by the students you represent, staff, university administration and the general public, so be willing to stand by whatever you write.

News Articles

If you wanted to write and post your own news articles, you have the authority to do it on the website. To be honest, I didn't and I would advise against it. It is much easier and cleaner if everything can be streamlined through the PR Department. Having the Communications Officer/PR Assistant has made it much easier to put out more news articles. As I said above, you can inform the SLDC, The PR Assistant and the Communications Officer or any initiatives the services or the SRA may be doing. You could also encourage/train the PTMs to communicate with the PR Assistant whenever they are launching an event or campaign.

Website

You have access to pretty much every part of the website. I tried to use the "Survey" Function as much as possible and would recommend you do the same.

First and foremost, update your section of the page. Put your platform on there so people can refer back to it (even include the link to the booklet if you want). Also, make the webpage your own. If you are a picture person, put some up. If you want to maintain a blog, do that. Having seen two of your Presidential Campaigns, I know you are capable of coming up with fun new ways to connect with students.

I tried to maintain a blog throughout the year that sort of highlighted what I was able to accomplish each month, platform specific or otherwise. Apparently, my page became one of the most visited, especially when I put up new monthly posts. It was a good exercise for me to keep my platform at the forefront of my mind and it was also a personal challenge because I am not a blogger.

By the end, I stopped doing it because I just got too overwhelmed with work. This is a common problem with trying to maintain a blog, especially if it isn't your medium of communication. I also was challenged to do a vlog, which I never did (sorry Ehima!) but that could be another method of communication that you could pursue. Figure out what works for you and stick with it. More than anything, really try to use the website as much as possible. We spent a lot of money on it and it is a good medium to connect with students so use it.

<u>Staff Socials and Staff Recognition</u>
These staff socials are a great opportunity to bond with Full-Time Staff outside of the office and get to know them personally. Go to as many as you possibly can! As well, ensure FT staff are invited to events like Eggnog, Sangria (if that happens again!) and Student Recognition Night.

In terms of recognizing personal and professional milestones (e.g. birth of a baby, working for the MSU for X number of years), there is a policy that outlines the procedure for it. Again, Jess tracks this information. In the files for Katie Ferguson, 2011-2012 VP (Administration), there is information (though it may not be current) on this and John has this information too.

<u>MSU Charity Golf Tournament</u>
Michael Wooder (SLDC) and Al Legault (Director of Campus Events) spearhead this initiative each year. Given that part of the proceeds of the golf tournament go towards the Shinerama campaign, our Shinerama/Terry Fox Coordinator will also help them in collecting donations and items to be auctioned off at the silent auction. The Maroons Coordinator also helps by bringing volunteers. Wooder and Al have the event pretty much planned before you event start. Where you can help is by attending but also encouraging folks you may know (either in the university or personal acquaintances) to attend as well. You personally inviting them can have a lot more weight than just getting a random invitation.

This year, Jeff and I invited one SRA member and one PTM to participate. We paid for their club rental and their fee to participate. I thought this was a great way to get to know the two people who wanted to come more personally so consider doing this again. Moreover, the golf tournament is a great way to connect with the Full-Time Staff. A lot of them are really great golfers and they love the tournament. This even is a mix of networking with folks who are there and just having a good time – don't sweat it if you aren't a great golfer!

Birthday Cards

Every Full-Time Staff member, including you (sorry I am ruining the surprise) gets a birthday card signed by fellow staff. Jess is responsible for this Just ensure that when a card is circulated, you do your best to sign it and encourage your fellow BoD to do the same. It means a lot to people and is a great way to feel appreciated. My card had wiener dogs on it – very cute!

PART-TIME STAFF

Part-Time Managers

The information included here is general in nature as we have already spoken in length about the MSU Services. Your involvement with the Services in the past also gives you some good insight.

Something I would recommend you create for yourself now is a document that outlines when PTM roles begin and end. As mentioned, some jobs are hired outside of the normal cycle (e.g. CLAY is hired in October), others end outside of the normal cycle (e.g. Shinerama ends in October; Farmstand ends in November) and some are paid throughout periods when others aren't. I believe I started something like this in my files last year so you can use that as a guide. Something like this just ensures you are on top of dates and can ensure hiring and transition processes are smooth.

Hiring

This is your January/February. Most of your day is spent coordinating the hiring committees, reading applications, interviewing and then sending out acceptance or rejection emails. However, if you are organized and prepared, you can have a generally smooth process.

First and foremost, early on in the year block off times in your schedule when you will conduct interviews and hold Meeting Room B. I essentially blocked off from 1pm-5pm each day in late January/early February so that I knew nothing else could be scheduled during that time. Then determine in what weeks you want to hire certain positions. I originally scheduled about 5 jobs a week. In Term 1, send out a hiring schedule to your PTMs so that they can ensure they are available during that week.

Once you have confirmed the schedule, then take it to EB to strike the hiring committees (most committees have at least 1 EB member, 2 if a PTM is reapplying). In advance of the meeting, I would recommend sending out to EB the schedule and asking them to think about what positions they want to hire for or are available for. That way, at the EB meeting they aren't checking schedules but instead picking positions and getting the times they would be available to conduct interviews.

Set a goal for posting all of the PTM Jobs. This year, I wanted them all up by the beginning of December, closing mid-January. This gives students plenty of time to apply. I closed all of my jobs at the same time; some VP (Admins) have staggered it. Discuss with Jess early to see what is the most feasibly possible. We time the closing of the PTM jobs with other PT and FT positions so that people are applying for the right classification of job.

As well, you want to do some form of interview training with the PTMs and EB. Some may never have been through this process before and it is important that they do a good job and are professional. There are documents in my files of some of the training I did that you can use. It might be beneficial to start this training earlier on, or offer it on an ad-hoc basis with a final culmination before the major block of hiring as PTMs will hire executives throughout the summer or positions are hired in the Summer/Fall through EB. This information will be useful to them then as well.

Before the interview, you may want to change or update the interview questions. I spent a lot of time updating and standardizing the questions because they varied tremendously in quality. One of the challenges I found with EB members and PTMs on these hiring

We normally interview 2-4 candidates. Once you have selected a candidate (which either happens immediately after all the interviews are done or after a bit of reflection time), inform the successful candidate first. It is a nice touch to do it over the phone. Then, once they have accepted let all the non-successful candidates know the outcome of the interview. They may want feedback and I often gave it via email. If you and your fellow hiring committee members take good interview notes, providing this feedback isn't that challenging.

A few final tips:

- Make sure you draw on support from the Administrative Assistants. They can help you with some of the tasks to lighten your load. Personally, I tried to do it all myself (I am a control freak). It was manageable but tiring.
- Know Operating Policy 2 – Employment as it will dictate some practices and procedures for this process. Also, review the service operating policies, as they will dictate who should sit on these hiring boards. Some of these positions require external people (e.g. SWC folks or Security), which you also need to coordinate.
- A PTM can reapply for their job. Should they choose to do so, they must still apply online and go through the process. Ask them to let you know should they choose to do so, so that you find a replacement for them on

the hiring board (usually another EB member). However, they do not technically have to do this until after they have applied.

- Make a concerted effort to promote the availability for the jobs. Use the PR department, the SRA, current PTMs and other means you can think of to spread the word about the jobs available to students.
- You will probably coordinate the hiring for the positions supervised by the VP Ed.
- Once a job is hired, give the student's information to Jess. As the Corporate Secretary, she will draft up all of the forms and then help get them out to the incoming PTMs.

Discipline

One thing you can do in advance is meet right away with the PTMs and lay out your expectations and the processes/Operating Policies we have in place on this issue. I have templates in my files of discipline letters. Any PTM has the right to an appeal process with EB if they wish. Let the PTM know that this is an option and inform EB should this ever come up.

YearPlans

They are really important for a PTM to do and you should encourage your PTM to spend ample time on them. The format is pretty straightforward and easy for them to understand. Early on, plan out when you want YearPlans to be due. Recognize that you are working with some PTMs who are just working in the summer, others who are working starting in September and some who are working all year. Take that in to consideration when planning the submission schedule. Also, reading all of these reports can take some time as well so factor that in to your plan too.

I would suggest starting this process as soon as people. Hopefully, you will be able to get all of your YearPlans approved before the end of the summer. That way, your PTMs can hit the ground running in the Fall when school starts again.

Finally, ensure you go back to this document throughout the year. For example, in the 1:1 meetings I had with PTMs in January, we went through their YearPlan and saw what projects they had accomplished, what they needed to further work on and brainstormed how they could go about completing all of their tasks before the end of their term. This ensures that the YearPlan is relevant all year long.

Reporting

In previous years, PTMs would have to report to the SRA. I don't know how effective this is considering that they are not supervised by the SRA but by EB (expect for the CRO/DRO). I think it is the responsibility of EB to inform the SRA of matters in our services OR SRA members should actively seek out to engage our PTMs. Consider ways you can have EB better communicate information about the services to the wider SRA so that they can feel informed.

In the past, no one who worked the summer really reported to the EB. You should have the summer PTMs and PTMs who work full year submit deliver at least 1 or 2 reports on the status of their service throughout the summer.

Evaluation
Something I tried to start up again this year was a formal evaluation process. I was able to mid-year evaluations for most PTMs. The template for the documents I used is in my files. I would highly recommend doing this process as it ensures that your staff are performing to the best of your abilities. Plus, it can help the PTM grow as a manger and leader as well as assist you in your own growth and development.

This wasn't something I originally intended to do so I started late. You will need to plan out your evaluation process early for both your summer PTMs and your full-year PTMs to ensure you allow enough time for the PTMs to do their self evaluation and evaluation of you (which can be accomplished at a PTM meeting), as well as get all of their executives/volunteers to submit evaluations of them. Ask Pauline if this process can be done online through our website at all; it could be an opportunity to save A LOT of paper and also be more convenient for people.

I would recommend doing two evaluations throughout a PTM's term. Once in the middle and once near the end. This can be logistically challenging especially given the business of Term 2 with hiring which is why it is important to plan ahead. Ask your PTMs to encourage and remind their executives to do the evaluation.

PTM Meetings
These have traditionally happened once a month on Sundays. You were a part of these meetings this year, which I think is something great to continue for next year! As you saw, I really tried to make these PTM meetings more training based. In the past, they used to just be updates and information sharing. To me, that doesn't seem worth the time, especially if everyone is coming in on a weekend.

Enforce that these meetings are confidential and mandatory. Follow up with meetings minutes after the fact so people are reminded of what was discussed. Also, try to plan in the summer what you will want to accomplish at each training (themes) and set the dates early on. That way, you know what weekends you will be unavailable and the PTMs will know in advance as well.

Finally, feel free to make these meetings both informational but also fun at times. One thing I wish I had done more is build in more "activities' or ways to keep people engaged. Activities, small group discussions or other tricks might help with this.

Training

APRIL TRAINING

This year, I tried to be much more involved in PTM Training that happens in April. Early on in Term 2, start talking to Wooder about his plans for the day and speak about the role you want to play.

MAY TRAINING

I would recommend doing something this year with your summer PTMs, your full-year PTMs and any other PTM who plans to work extensively in the summer. There is significant training that could be done on financial matters.. One of the biggest pieces of feedback I received this year is that PTM Training is too late for some PTMs to learn this information, especially if they work during the summer.

JULY TRAINING – MSU REREAT

You will have time during this weekend to do PTM-specific stuff. There are documents in my files that show some of the sessions we ran.

I think you should also focus on using this weekend to train PTMs more on the governance aspects of the MSU. Last year, I didn't make it mandatory for them to attend the SRA meeting. This year, I think that would be something to consider.

Overall, use this training weekend to really help the PTMs and the SRA get to know each other so that they are comfortable with one another throughout the year.

AUGUST TRAINING – PTM TRAINING

Traditionally, PTM Training has happened on the weekend of Welcome Day. This year, with Welcome Day being moved, that won't work anymore, especially if you don't move the date of the July MSU Retreat.

Last year, the training was only 1.5 days long. I am torn as to whether there is the need to extend PTM training. We seemed to be able to cover everything over the course of the Saturday, however if you wanted to set up 1:1 meetings or cover ore information, extending it could be helpful. Residence rooms have already been reserved for this weekend. Just check in with Dianne Carment from Housing and Conference Services to update her on the length of the event. Random note though – there is no food available on campus so an added cost will be feeding everyone, which can add up when you extend the days.

The itinerary is in my files and I think incorporating the other BoD was helpful. Spencer did a session on how advocacy relates to services (which PTMs seemed to enjoy) and David di an overview of the MSU and where services fit in (also very helpful). Jeff did any budget related stuff while also doing a session on communications (because of his experience).

Try to incorporate “fun activities” throughout the day. We went to Art Crawl on Friday night and bowling on Saturday. Also, make sure that you communicate that this is MANDATORY training.

Payroll
As the Corporate Secretary, Jess will help you with the creation of contracts for the PTMs. Kevin O’Mara deals with all payroll questions, comments or concerns. If a PTM ever has any payroll specific questions, direct them to Kevin. If a person’s job status changes at all (e.g. fired, leave of absence, etc.), inform Kevin right away. Encourage staff to get all payroll information in on time to make Kevin’s job easier.

There are several periods where most of the PTMs are not paid – Reading Week, Christmas Break, and Spring Break (in April). Only SWHAT, EFRT, and PSL are paid during those times as the services run. Confirm before these periods begin with Jess about who is and isn’t getting paid and remind Kevin.

If at any point there is a payment discrepancy, it is best to bring it to the BoD or EB.

Budgets
You won’t be directly involved in this situation but it is good to have both an understanding of the budgets of the managers (and how to spend money) so that you can help the PTMs with any financial matters they may need support on. t is important to stay informed on the financial matters of services because you want to ensure that you are supporting the managers while also upholding and understanding the decisions the VP (Finance) may make.

Something I did this year was train the PTMs on the budgeting document Jeff prepared and then reviewed them once they were submitted. It gave me a good understanding of the financial situation of the services. Meet with Scott early on to outline expectations you may have with each other on a variety of financial matters with PTMs.

One-on-One Meetings
We talked a lot about this already but so valuable. Set these up early on in the year (I used Doodle Polls) and then before the start of semester 2. Stress the mandatory nature of these meetings. These meetings can be a mix of formal or informal depending on what you are hoping to accomplish with them.

Socials
I didn’t really plan many “socials” and I regret it. There is the opportunity to do so (money is allocated) so I would recommend that you make the effort to do it. You could do one or two per term; they help build moral and community within the PTMs.

Something I did continue this year was PTM Secret Santa. I used a website to pick the names and then people brought their gifts to Eggnog. The PTMs really enjoyed it and I would recommend you continue next year.

Executives of Services
While you may not directly interact with them, two things that would be important to consider when it comes to service executives:

1. Communicate the importance of training executives, to be done by the PTM. Oftentimes, comments that we hear are that the executives are unsure about procedures and their role. Support PTMs in developing these executive trainings (some of them already do and can help other executives that do not)
2. Communicate early on to the PTMs the disciplinary procedures for their executive/volunteers, as laid out in our Operating Policies. Also, stress that they should never be disciplining a volunteer/exec without consulting with you first. If discipline is necessary, depending on the situation you may need to step in, act as a mediator or just support the PTM and provide guidance through the process.

Transition
If a PTM completes their transition report by a certain date and to a satisfactory standard, they are eligible for one week “transition pay”. You set the date and you set the standard (I wanted detailed, thorough reports and encouraged the PTM to write them as if they would never speak to this person again). I would recommend that this continues because money is a good incentive and a good transition report can be a critical document to ensuring a new PTM’s success.

Something else I tried to encourage this year was job shadowing and transition meetings on top of the reports. I might be good to standardize this next year to ensure that the outgoing PTMs are meeting with the incoming ones. Most PTMs do a good job transitioning their successor; sometimes, this isn’t the case and you need to prepare for that.

Exceptions for PTMs
In the event that a PTM may need an exception to their terms of employment, bring this forward to EB. EB has the power to make exceptions to OP 2 – Employment.

Another exception to consider that usually comes up every year is LOAs for PTMs who are campaigning. This may continue next year if rules are not changed by the Elections Department. Again, these LOAs need to come to EB in advance of the election period. This year, we moved away from simply having the PTM ask to requiring them to submit a report outlining how their service would function in their absence. I think this should continue next year because it forces the PTMs to think critically about their decision and to ensure that services don’t stop for 2 weeks at the beginning of Term 2.

Key Deposits

When PTMs (as well as SRA Commissioners and Caucus Leaders) first receive their keys, they are required to give a deposit to Victoria. The deposit amount is outlined in an Operating Policy. Victoria will ask you to set a deadline for when keys should be returned for most PTMs and SRA Commissioners and Caucus (excluding a few that work during April). Be firm with this timeline as much as possible. These folks sign a contract and need to follow it.

This year, before I left, I brought forward that SRA members and SWHAT Exec should need to sign a key contract (but no deposit) to get the pin for the SRA/SWHAT Office. I hope you decide to follow through on this

Summer Hours

You are responsible for organizing the process by which PTMs eligible for summer hours are able to claim them. The definition of variable-capped hours and who is eligible for them are outlined in OP 2.2. Essentially, they are eligible to claim up to 100 hours in the summer at the discretion of the supervisor (you or the VP Ed). All PTMs eligible for these hours were offered them. Not everyone used them. In advance, speak with Kevin to ensure that your understanding of the processes are the same and he has a heads up on when to expect this information from you.

Early on in my term, I sent an email out to the PTMs with a template spreadsheet that they would track their hours with. They would submit these to me twice in the summer – once in July for May/June and in September for July/August. It is important to clearly outline for PTMs what exactly they are eligible to claim hours for. It is important to stress that being detailed with what was done during those hours is important so that you feel confident approving the hours worked.

BoD and SRA Involvement with PTMs

I really tried this year to engage the SRA with the PTMs and vice-versa. I believe it is extremely important that these two parts of our organization have a working knowledge of each other. For the SRA, it is so that they are making decisions in the best interest of students and also being able to act as a resource for constituents. For PTMs, it is understanding how decisions are made and referring volunteers who may have an interest in the governance wing. It would strongly suggest you continue to make this a priority this year, creating more consistent formal and informal opportunities for these groups to connect.

References

I wrote a few reference letters this year, mostly for PTMs. You will be able to find the templates in my files that I used however how you write it and what you include is up to your discretion.

Front Desk Staff

These folks directly report to the Administrative Assistants. They can help you with a variety of jobs, including research and project support or other administrative tasks that may take up your time. First and foremost, always check in with Jess and Victoria before assigning a task to these staff members. They may have something else that they are required to do and it is just proper procedure/courtesy. Second, don't be afraid to delegate tasks as needed to these folks. Oftentimes, they have extra time on their hands and by delegating away a task, you may be able to focus on other issue or item.

GOVERNANCE

In this section, I will outline some of the nuances of the Student Representative Assembly (SRA), MSU Inc., Executive Board (EB) and the four committees which you will most directly work with (Operations Committee, Services Committee and Bylaws and Procedures, with a brief mention of Finance Committee that you will periodically communicate with).

Student Representative Assembly (SRA)

First and foremost, ***LEARN ROBERT'S RULES OF ORDER (RONR).*** You are lucky – you have a year of experience on the SRA under your belt.

Part of your role as the VP (Admin) with the SRA involves documentation and ensuring that meetings run smoothly. This includes things like:

- YearPlans and Transition Reports for Caucuses and Committees
- Preparing Training
- Setting the Meeting Dates
- Order food for late meetings
- Set the VLOG schedule (this could be assumed by the Administrative Assistants if you wanted to)

As well, there is this belief that the VP (Admin) is the "leader" of the SRA. How I chose to interpret that this year was to really get to know members of the Assembly – to open myself up as a resource, confidante and friend, someone that they could approach should they have any concerns or questions about my job or about school in general. Swinging by the SRA Office, offering up the opportunity to job shadow or being a person that they know they could swing by my office to chat MSU or other stuff and I wouldn't turn them away means something to people.

Building these relationships outside of meetings helps the assembly be more productive overall. At the same time, there are aspects of this role that requires you to be a disciplinarian (remember the whole VLOG issue?!), which can be especially awkward if you chose to take on the other role that I previously described.

However, never be afraid to publicly or privately say something to a member, caucus or committee when you feel they aren't fulfilling their duties. You would expect them to do the same to you in your role. It can be a fine line. It may take some time to find this line and there will be a lot of awkwardness. Just do what is comfortable for you and in the best interest of students.

House Leader
As you know, this year, in an attempt to remove some of this awkwardness, the idea of the House Leader was reinvigorated. I still believe in the idea in principle, however I did not agree with any of the approaches that were brought forward this year. David Campbell, 2012-2013 VP (Admin) sums it up perfectly:

"I am a strong believer that the House Leader should be reinstated. I feel it was eliminated more because of the personalities who took it on than the position itself, and has left something sorely missed on the SRA. Ultimately, SRA members are supposed to keep each other accountable, but rarely do. It is awkward for the board to need to fill in this gap, since they are also our boss. It makes sense that the SRA would empower someone early in the year, collectively agreeing that one member was going to be policing them throughout the year. That way they would have little excuse to be upset if that person ever needed to call them out for not submitting reports, updating the website, and so forth".

One of the challenges of the House Leader position is that there isn't a lot of measures available to "discipline" an SRA member who is not performing their role; there is also no quantitative way to define when an SRA is or isn't doing their role (however the Bylaws are a good place to start). I think if this position were to be brought back, this issue should also be explored.

Deputy Speaker
You are the Deputy Speaker for both the SRA and MSU Inc. I rarely chaired but it would be good to freshen up on your RONR so that you can do an effective job. As the Speaker, you should not make large-scale organizational rulings, rather smaller procedural ones (e.g. this motion is out of order).

The Speaker – Mike Cheung
Their role is to be preside over SRA meetings and policies – they should not interject their opinion. Maria Daniel, 2013-2014 Speaker did a great job at this and constantly provided a fair and balanced approach.

Support Mike in his role, and encourage him to set the tone that he wants with the Assembly early on. But do not hesitate to challenge him when you think he has made an incorrect ruling. Moreover, I would suggest that you encourage Mike to set up office hours each semester. Being in the office during business hours can be helpful for them and for SRA members/MSU members should they have any questions.

A final few administrative things – engage Mike in the planning of the SRA Training discussions earlier on. The Speaker often leads RONR/Assembly Procedures session and it would be good to touch base about his goals and how he wants to tackle this training. Finally, the Speaker is required to submit to you their summer variable capped hours (similar to the PTMs) however these are approved by the SRA. I would suggest bring the first set of hours (May-June) to the July meeting to approve and then the next set (July-August) to the first meeting in September. You will then pass on this information to Kevin. However, you can use the same template for the Speaker as you do for the PTMs.

Caucus and Committees
With the removal of the House Leader, it was decided that while any of the administrative work would fall on the VP (Admin), support for the caucuses in doing any projects would come from the VP Ed, given that most projects are academic in nature. Now, the BoD will often work together to support caucuses.

With Commissioners and their Committees, each VP has their own relevant committee that they will work with. You do not have to be actively engaged with these groups, unless there is a project you are passionate about or that requires your expertise. Ensure you are on the email list or in the Facebook groups for these committees so you can keep up to date on these committees.

For both of these groups, especially for Commissioners, I would recommend more formal training be instituted. There is a lot of nuance that can go in to the role of a Caucus or Commissioner and it would be important that they feel they have the tools to succeed (e.g. how to chair a meeting). As well, it can be opportunity to set expectations (of the BoD, of the Commissioners/Caucus Leaders) and also clarify what the purpose and role of each committee is, which we agree on is unclear. We also tried to institute monthly commissioner meetings this year, but there wasn't any appetite. You could consider trying something similar again; it could also be used as a training opportunity as well.

YearPlans and Transition Reports
These things should be done by both Caucus Leaders and Commissioners. One of the things that the SRA does the worst is transition incoming people. If new people can read documentation like Transition Reports and YearPlans from their successors, it can help set them on the right path. There are templates for both of these documents in my files.

Meeting Times
For as long as I have been at Mac, the meetings have been on Sunday. The logic being that it allows people to have a weekend and it's the day most people are available. However, other schools do it different days of the week. If this is something you would want to change, consider it now.

Victoria handles most of the logistics of booking the space for the meetings. For the meetings during the academic year, she will book Council Chambers, you just have to let her know the dates you want. Meet with her fairly soon to set the dates/times so that we can ensure we can use Council Chambers. There are some locations on campus we had to use this year that were less than ideal (e.g. CIBC Hall – can't hear; MDCL Classroom – too small). Try to avoid these if possible. Also, lookout for dates that coincide with big events and try to avoid them or move them to an earlier time, like 12pm. Moreover, consider making the last meeting of each semester a little bit earlier to help those who want to allow you to leave at a more reasonable hour (rather than 1am).

For the summer meetings (one in June and one in July), you can set the date/time. Normally, they happen during SRA Training and the MSU Retreat. Two years ago, David had the meeting on Saturday afternoon. This year, I moved it to early Sunday morning. This allows people more of their day on Sunday because it is traditionally a shorter meeting. For the meeting in July, I moved it again to Sunday morning. I think it was a good idea to have it on the Sunday morning early for similar reasons. The biggest challenge with Sunday mornings is getting people there. But if you let them know in advance and they don't' show up, it just looks bad for them (and impacts their attendance record).

Something to consider for all meetings, especially LONG meetings, is that you need to be cognizant of the Administrative Assistants and the Speaker, ensuring they take breaks (especially the Administrative Assistants). Unlike the rest of the Assembly, these two folks can't get up to leave to pee or grab coffee. So be considerate.

Emergency Meetings
An emergency meeting can be called by the Vice-President (Administration) or by a petition of the SRA (this is outlined in our Bylaws). These meetings are different because attendance does not count at these meetings and there is no "10 days notice" required for the meeting as per usual. For example, the meeting where we discussed CASA was NOT an emergency meeting (so attendance did count), even though it was not originally scheduled.

Office Hours
Some caucuses do them. Some do not. It is extremely hard to enforce them for each caucus. In the past, the House Leader helped caucuses set them up and then ensured they were actually doing them. Now, with the removal of this position and more ways to "connect with constituents", office hours have fallen by the wayside. I still think they are a valuable way for some caucuses to connect with students, especially if they have a very active space where their students hang out, such as C-105 for Arts and Science students or the Health Sci Lounge.

Regardless of how they do it, caucuses and SRA members need to be demonstrating that they are performing one of their core duties, which is to reach out and engage with the people who elected them. Is there an objective way to measure this? I don't know. Mandatory office hours were one way to do it in the past but I am sure there are other ways now. You may have an idea and if so, go for it!

Training

You will plan both of these trainings. Considering that I had never attended either of these before, I also consulted with the BoD to determine what they wanted to include or what sessions they wanted to run. Consider doing that again as each person may have some new perspective of these training opportunities.

For both training weekends, there is more detailed survey feedback from the SRA on file. As well, the itinerary for the weekend is there and you can find past itineraries as well.

JUNE TRAINING – SRA ORIENTATION

This year, we extended the length of time for SRA Orientation to two nights and I would recommend that this continue for next year. Residence rooms have already been put on hold for you through Housing and Conference Services. Just contact Dianne Carment to work out any details.

There are some aspects of the weekend that are important to include. I have provided a little bit of commentary on each:

1) Breakout Sessions on Topics – very helpful to get feedback from SRA on BoD projects and priorities and a good opportunity for them to begin engaging in discussion
2) RONR/Assembly Procedures Training – the speaker traditionally plans this with your support. Meet early with Mike to see what his plans are and work together to build a session that is informative and not boring.
3) MSU Overview and Structure – some people may have no idea about the MSU so it would be important to give them an overview of our scope, the advocacy and service delivery wing as well as some FT staff
4) Breakout Time for Caucuses and Committees – very helpful to allow them to start (or finalize) their YearPlans
5) Doing an introduction to MSU services/businesses might be helpful, to allow them to meet other FT staff. These were led by the BoD in small groups.

Try to find a balance in each of these session between too much detail and too little as you are working with people who have never worked with the MSU and people who have been on the assembly for multiple years. Consider engaging with these more experienced members in different ways – perhaps they could deliver training/lead sessions or you could break out in to new members and old members to have discussions about roles and expectations for the year.

I would also recommend putting the SRA meeting on the Sunday morning. That way, you don’t have to worry if it will go long and may impact your plans for the rest of the weekend.

Finally, consider new programming for the weekend. Perhaps a keynote speaker or a new type of session might be a way to add to the weekend and create a better experience for SRA members.

JULY TRAINING – MSU RETREAT

There is an SRA meeting this weekend as well. I would recommend Sunday morning again for similar reasons as above.

One of the most impactful parts of the weekend was having the opportunity for SRA members to talk with PTMs. We did “Speed Meeting” and then went around the room and had different groups present some of their priorities for the year. I think this was helpful for people to get to know each other.

We also invited SOPs to the weekend. Consider including FT staff in any training or activities you do on the Friday. They may be interested in Anti-Oppression Training or doing the icebreaker games. It also helps break the ice and start building relationships for the year.

As I mentioned to you, finding a location with everything you need can be difficult so start early. You need to balance accessibility, distance to Mac, price, atmosphere and available amenities. Jess could potentially help you or you could investigate places that were used in previous years. You may also know some places yourself.

Friday is spent doing Anti-Oppression Training. Connect with HRES early on to ensure they can do this training and provide them feedback/work with them to build the presentation. Another piece of feedback that I was given and something to consider is possibly doing Anti-Oppression Training at each smaller training (SRA Orientation and PTM Training) rather than at the wider MSU Retreat. The problem with this training is that it is not really conducive to large groups. It might be beneficial to do this training in a small group of 25 and another small group of 35 so that people can feel more comfortable to contribute.

Try to find a balance between structured and unstructured free time. You want people to bond but you also don’t want them to just be hanging around.

BY-ELECTION TRAINING

More work needs to be done to train people who are elected through a by-election. They just don’t feel prepared and there aren’t any structures in place to formally train them. But you already know this and have started thinking about how to address it.

Vlogs
On a similar note, I am really hoping that the new vlog guidelines help caucuses better succeed with completing this task this year. I would recommend very early on (even June training) informing people of this policy, the resources available to them and allowing them time to talk about what they plan to do to uphold it as caucuses. Do not be afraid to hold a caucus or a member accountable if they don't follow this policy.

Reading Minutes
Make sure you are reading minutes. I read them periodically throughout the year and never had any amendments (the Admin Assistants do a good job of being accurate!) However, there may come a time when you need to make changes or changes may be suggested. Should happen sparingly, but that is why it is important to keep your own records and read minutes when possible should this be brought up.

April Elections
I think good steps were made this year to improve VP Elections. Obviously more changes could be made and your job is to support this process and provide your experiences and insights having gone through it as a candidate but also electing VPs. What would be more important to focus on next year is improving the election process for SRA/MSU members to committees. The meeting this year was extremely long and the process may not be entirely fair for all students. This would be a good process to review.

Regardless, do your best to support candidates and take time out of your day to meet with them and answer their questions.

Food
For the last few years, food has only been ordered when meetings have gone long/there is no food places open on campus. Your job is to order the food (usually pizza) and pay for it. Always make sure to consider dietary restrictions when ordering (e.g. vegetarian/vegan, halal, lactose-free, gluten-free).

Oh Canada
You are required to play Oh Canada at the start of the meeting. I tried to mix it up and play a few different versions. I thought that was fun, however there aren't that many great versions. I also really liked it when the SRA sang together (but that is just me). Just don't forget to load it up before the meeting starts OR if you feel like you are going to be late/aren't able to do Oh Canada, just ask another BoD to help you out.

<u>MSU Inc.</u>
Essentially, MSU Inc. is the SRA. The only difference is that the President chairs MSU Inc. (and you are the Deputy Speaker of this body). Anytime you see "Full Members" in bylaws or policies, it is referring to MSU Inc. Anything that is coming

forward related to the corporation or large financial matters (e.g. expenditures), you would be in MSU Inc. Review Corporate Bylaw 3 for more details on the purpose and role of MSU Inc. versus other governance bodies (such as EB or SRA).

Corporate Bylaws

Jeff revamped Corporate Bylaw 3 this year but Corporate Bylaw 1 and 2 have not been touched in some time. To my knowledge, it is the BoD ***NOT*** the Bylaws and Procedures Committee that should review these documents and present to MSU Inc. If anything, it might be good to have the Finance Committee review any changes. However, this will probably be a project that Scott will spearhead and you may provide assistance/support.

Executive Board (EB)

As a member of the BoD, you are a voting member of EB. Given the nature of your role, you (and the VP Finance) will probably have the most business to bring up at EB and also be the most present (oftentimes the President/VP Ed may have alternative engagements).

Deputy Chair

Similar to the SRA, you serve as the Deputy Chair of EB whenever the President isn't available. RONR still applies however I found it to be very relaxed and much less formal compared to the SRA. The President will set the tone for the meetings (whether he wants it to be more or less formal) and you should try to follow that should you ever need to step in.

Attendance

The President, alongside Victoria Scott, keeps track of attendance of members. If members are showing up late or not at all, they will lose their seat. This information will be communicated to members at the training, but it is important to check-in with the President and encourage them to remind members who are getting close to that point of losing their seats.

Reporting Schedule

EB Reports to the SRA at every meeting. Who writes the report will rotate between members of the Board and the SRA members on EB. I would highly encourage you to set the expectation early that reports are more thorough than we have seen in previous years. SRA members want to be informed and if a report is too succinct, that is not helpful. There are templates in my files. Victoria is helpful with this as she can set up the schedule if you ask her. Though I am sure you have some ideas about what should be included in an EB report, here are some suggestions:

- Reports that were delivered by PTMs and feedback given to PTMs
- Discussions that may arise (except if anything occurs in closed session)
- Attendance of members

- An explanation of motions that were brought forward and decisions that were made

Respecting closed session and confidentiality is extremely important given the nature of the conversations had at EB.

As well, you will be responsible for setting the reporting schedule for PTMs. There are templates in my files that you can draw upon but a PTM will report twice per semester. I would also recommend that you have summer PTMs and full-year PTMs start reporting in the summer. They feedback EB can give them is still valuable, even though they may not operate all year. It also provides another level of oversight.

This past year, there was a conversation at EB about changing the PTM template. Members found that the reports were variable in how well they were written and what details were included. There is the new version that I drafted at the end of the year with a more detailed explanation of what is expected as well as an EB report that is an excellent example of a good report (SWHAT 2013-2014). Set the expectation early of what should be included and circulate examples of what you expect. You can also give the template to EB to review at the first meeting if you wanted their input of what information they want. Remind PTMs to send reports to you and Victoria.

Another thing that I would recommend including is having PTMs come to meetings to deliver the reports. Make it mandatory unless they have class or some other important engagement that they cannot get out of. This adds colour to a report and will allow members to ask questions directly to the PTMs. Try to find out in advance if they will or will not be able to attend. Should a PTM legitimately not be able to attend (e.g. they have class) deliver the report on their behalf and pass on any questions to them.

As well, try to send out reminder emails to PTMs to deliver their reports. Sometimes they forget so if there is a way that you can program automated emails to go to the necessary PTMs each week that would be good.

Retreat
John and Victoria mostly plan this but you can assist them. I might be good to check in with them to see what they want to do.

Committee of the Whole Review
Something we instituted this year and I thought it was so helpful. It made EB members more engaged with our services and provided PTMs with valuable feedback. A few suggestions for next year:

- Encourage EB members to come prepared by reviewing the EB report. When people didn't, the discussion wasn’t useful

- Clarify with the PTMs early on the purpose of the feedback that they will get and their need to act on it.
- Ensure you are communicating the feedback in a timely manner.

Job Descriptions
This year, I updated all of the PTM job descriptions and worked on creating or updating a bunch of executive/volunteer job descriptions for services. I think if you can continue this trend of reviewing these JDs, it would be supremely helpful. Feel free to use the Executive JDs that were created this year as a good model of what to follow (and to copy similar phrases when necessary)

In particular, EB is the committee that approves all job descriptions. This year, I didn't involve the Services Commissioner in this process, except when these changes were made and Operating Policies needed to be updated because I believe this committee isn't truly elected to be able to perform this function, nor do they have the expertise.

Bylaws and Policies
Try your best to know the bylaws and operating policies. People will ask you about them or you may need to act in a way that upholds them (ensuring deadlines are met for hiring for example). I downloaded some of the very relevant and important ones right to my desktop to refer to (i.e. OP 2.0, OP 2.2). You can access all of these bylaws online on the MSU website. Knowing the bylaws and policies can help you during SRA meetings should members ask questions or if you need to provide clarification.

Should anyone be looking to change an Operating Policy or a Bylaw, they should be communicating with the relevant BoD and committee before it ever gets to the SRA.

MCMASTER UNIVERSITY

As the VP (Admin), you do interact with some members of University Administration but not as much as other members of the BoD. You will mostly work with people on Welcome Week or other collaborative projects that come up. I have tried to briefly highlight some of the people you may work with.

During the summer, try to set up introductory meetings with the BoD and some of these folks to get to know them informally as well as inform them of your priorities for the year.

Committees

University Committees
There are a lot of university committees that various members of the BoD will individually sit on. Early on, decide who will sit on what.

AdminCon
“The Student-Administration Consultation Committee”, colloquially known as “AdminCon” is a meeting that happens every two months with the MSU BoD, MAPS, GSA, University Administrators (the President, Provost, VPs and AVPs when available) as well a the IRC. It is a really great opportunity to speak directly to high level university administrators on a variety of issues.

Student Services Committee (SSC)
The voting members of this committee are the four BoD and four University Administrators. This committee oversees the CAF Agreement (changes should be brought forward during the year), the SLEF Fund and the USIF Fund as well as oversees the MOU that governs Welcome Week. There are also a bunch of subcommittees (e.g. WWAC) that various members of the Board will sit on.

Student Relations Committee
This is a committee run by Alumni Association (AA). Essentially, it is a committee that was led by Chris Pickard from AA that had representation from the MSU (Clubs, Campus Events, Maroons), A&R, the SSC and Res Life. The main thing we did was planning Student Leaders Dinners, which you attended and also chatted briefly about Homecoming and Frost Week. We also did some information sharing.

Apparently, it is getting reworked next year so expect an email from someone at Alumni when the time comes to let you know what changes are being made.

HAMILTON COMMUNITY

In general, you may not ever interact with the larger Hamilton community unless you take on projects that lead to these relationships developing or if there is an area of overlap with your PTMs. For example, given my work with the Leadership Summit for Women, I made connections the YWCA and other community members. At other times, a PTM may come to you with an idea in the city that you will need to explore and help them develop.

As you know, we are a part of the Hamilton Chamber of Commerce. The BoD could take a more active role in the work that the Chamber does, but whether you have time or interest in it will be determined by your priorities and schedule.

FINAL THOUGHTS

Ever since our time at Horizons together, I knew you were destined for great things. I am so proud to know that you are in the job for the year.

Good luck!