ATTENDANCE

The following members were present:

- Clubine, Andrew
- Barakat, Abdullah Mohamed
- Brieva, Antonio
- Burdett, Suzanne
- Gerrits, Matthew Douglas John
- Gupta, Vaishnavy Sushilkumar
- Knight, Jill Leanne
- Potter, Tristan Wesley Morris
- Schwan, Brian
- Tang, Zhe Chong
- Wray, Alexander James David

The following members were absent:

- Tran, Tomson Huynh*

* regrets

PRELIMINARIES

CALL TO ORDER

Director Wray called the meeting to order at 12:06 PM.

EXECUTIVE REPORTS

The executives have been working to transition the incoming executive team and finalizing budgets for the upcoming year.

REPORT OF THE VICE PRESIDENT, STUDENT LIFE

No further updates.
**Report of the Vice President, Operations and Finance**

In addition to transition and budgeting, the Vice President, Operations and Finance is working to complete the Health and Dental RFP and SLC Management Agreement that was brought to Board's attention at the last meeting.

**Report of the Vice President, Education**

The Vice President, Education has been meeting with the Registrar to draft a Memorandum of Understanding about Feds access to student emails. They are all making sure that the agreement and both organizations are working within Canadian security and privacy law. The university is in agreement that emails from Feds should be sent by Feds, and that Feds should be able to email its members directly.

**Report of the President**

No further updates.

**Consent**

**Approval of the Minutes**

*Be it resolved that* Board approves the minutes of the special meeting held on February 28, 2018.

Tabled.

*Motion carries* unanimously.

**Regular**

**Procedure 12: Executive Salaries**

*Be it resolved that* Board amends Procedure 12: Executive Salaries, as presented, Director Wray and Director Richardson.

Directors expressed that it should be expected for outgoing executives to be there for transition, and if that wasn’t possible it should be handled case-by-case.

The inclusion of a report from an external body to inform salary increases is meant to create a layer of accountability. It was clarified that compensation reports are based on the position and not the person who is filling a position, which allows the report to be released to the membership.

*Motion carries* unanimously.
**Health Plan Agreement**

**Be it resolved that** Board authorizes the Vice President Operations and Finance, and President to negotiate and sign an agreement for 3 years for the Health plan with StudentCare.

*Vice President Schwan and Vice President Clubine.*

The final report on the Request for Proposals (RFP) that was submitted to the Board is attached and individual proposals, including the original RFP text, can be read by request to the Vice President, Operations and Finance.

The Board considered the organizational structure, pricing, the ability for a provider to maintain our current plan, the ability for the provider to provide international service for students on coop, and the infrastructure that is provided.

The Vice President, Operations and Finance and the RFP team recommends engaging with StudentCare as the Feds Health Broker for the next three years. They have impressed the organization with their service levels and they committed to working hard to resolve issues, a trait that has been observed within the past relationship Feds had with the broker and has been confirmed by other institutions. StudentCare has committed to providing the great coverage Feds currently enjoys, and the relationships that Feds has built with StudentCare and the Registrar won’t need to be rebuilt.

A director inquired about the risk incurred if GSA does not agree to sign the agreement; this would be an unlikely decision, but does not cause undue risk.

The Board commended the Vice President, Operations and Finance on their diligent work to put the proposal together.

**Motion carries** unanimously.

**Dental Plan Agreement**

**Be it resolved that** Board authorizes the Vice President Operations and Finance and the President to negotiate and sign an agreement for 3 years for the Dental plan with StudentCare.

*Vice President Schwan and Vice President Clubine.*

Given the similarities to the Health Plan RFP, there was no further discussion.

**Motion carries** unanimously.

**Commercial Operations Manager**

**Be it resolved that** Board approves the job description for an Operations Manager, as presented.

*Vice President Schwan and President Brieva.*

This role will perform strategic planning and organizational development within Feds commercial services. This is a two year contract position.

**Motion carries** unanimously. Vice President Schwan abstained.
MEETING

Be it resolved that Board meets on Monday April 30, 2018 at 10:00 AM. Vice President Schwan and Director Wray.

Motion carries unanimously

OTHER BUSINESS

There was no other business.

CONFIDENTIAL SESSION

ENTER CONFIDENTIAL SESSION

Be it resolved that the Board moves into confidential session at 1:05PM. Director Wray and Director Richardson.

Motion carries unanimously.

LEAVE CONFIDENTIAL SESSION

The Board left confidential session due to adjournment.

ADJOURNMENT

Be it resolved that the Chair adjourn the meeting. andrew and brian.

With no new business the meeting was called to adjourn at 1:15 PM.
Open Session

Executive Updates

FOR INFORMATION: Resolved, Board receives the following verbal reports:

- Vice President Education (Clubine)
- Vice President Student Life (Knight)
- Vice President Operations and Finance (Schwan)
- President (Brieva)

Minutes of the Meeting

MOTION: Resolved, Board approves the minutes of the special meeting held on February 28, 2018.

Governance Items

MOTION: Resolved, Board amends Procedure 12: Executive Salaries, as presented.
MOTION: Resolved, Board authorizes the Vice President Operations and Finance, and President to negotiate and sign an agreement for 3 years for the Health plan with _________ provider.

MOTION: Resolved, Board authorizes the Vice President Operations and Finance, and President to negotiate and sign an agreement for 3 years for the Dental plan with _________ provider.

Financial Items

MOTION: Resolved, Board approves the job description for an Operations Manager, as presented.

MOTION: Resolved, Board approves the 4-month operating budget as presented, the new operating budget once recommended by Council and approved by Board will take effect and replace this budget.

Other Items

MOTION: Resolved, Board moves into confidential session.

Confidential Session

Financial Items

FOR INFORMATION: Human Resources Update
FOR INFORMATION: Legal Update
Executive Salaries

General
1) At a meeting to be held in the Winter term, the Board of Directors shall decide the executive salary levels for the upcoming fiscal year.

2) When considering executive salaries, the Board shall concern itself primarily with the Federation's financial position for the upcoming fiscal year, as well as cost of living increases.

3) The Board of Directors shall have the power to authorize any increase that is not greater than the Consumer Price Index of Canada (according to Statistics Canada for the calendar year immediately previous).

4) If the Board of Directors votes to increase the executive salaries by an amount greater than the Consumer Price Index, then the decision must be approved at a General Meeting. If the motion fails at the General Meeting, the Board of Directors will determine the salary increase, which cannot exceed the Consumer Price Index for the preceding calendar year.

Review
5) The Board of Directors shall review Executive compensation at least every three years. The compensation review will only consist of an evaluation of the job responsibilities and duties as outlined in the bylaws and procedures. The review is not an assessment of annual performance of any Executive.

6) Changes beyond those provided for in clause 4 shall be informed by a report solicited from the university’s Human Resources department or an appropriate third-party consultant.

7) The final report for the compensation review shall be made available to the membership of the Corporation.

Transitional Salaries
8) Outgoing Executive members shall have their contract extended from April 30 to May 15 of the proceeding fiscal year to provide transitional support to incoming Executive members. The General Manager shall seek approval from the Chair of the Board prior to the extension of contracts.
April 25th 2018

Health and Dental RFP process

Dear Federation of Student Board of Directors,

Over the course of the past 2 months Brian Schwan and Rose Vogt engaged in a Health Insurance RFP process. It included a detailed document that was sent to 3 providers, Gallivan, Campus Trust, and Studentcare to bid on our plan to be the health broker. All participants submitted a 25-page proposal with references and a pricing form. Through this process both Feds and GSA agreed to complete in person office visits and interviews with both Gallivan and SC. We did not choose to go forward with Campus Trust due to reference checks and feedback along with their organization’s structure. Their structure is comprised of student board members who make decisions for the trust and we felt as though this would be too volatile of an environment for our organization’s health plans long term sustainability and health.

We engaged in a full day visit to Montreal to visit Studentcare and ¾ of a day visit to Gallivan over the same week. During this process we asked detailed questions regarding personnel, security, privacy, plan adaptability, customer service, and strategic direction. These generated excellent responses and provided us with greater insight on both organizations. We have outlined below our summary findings and thoughts of Studentcare and Gallivan.

At the end of this document we have provided a recommendation as to which organization we should award a bid to and engage in contract negotiations with to be signed prior to May 1st 2018.

Sincerely,

Brian Schwan
VP Ops Finance, Federation of Students
**Studentcare**

**Coverage**
- SC has committed to continue the plan coverage as is while working closely with UW Health Services to introduce any necessary drugs onto our plan.
- They have also committed to working with the advisory committee to implement any new plan design features we would be interested in if we wanted to change the plan in any way.
- The most comprehensive plan across the country, SC assisted in the creation of this plan.

**Service levels**
- Studentcare provides an on campus benefit office that is staffed by both fulltime staff as well as some student roles. Studentcare has committed to continue staffing the space with their Ontario on campus office manager who is the individual who handles expert cases.
- Studentcare has a call line that they operate in house out of their Montreal office, they do not out source this business so ensure they employees are providing the most current and up to date information while having a pulse on their performance.
- SC has an excellent CRM system that allows each employee to track/update a student’s profile with all reasons and solutions for calls and how it was rectified.
- 99% of calls are resolved within the first interaction
- Online chat ability for students to interact with them
- App for android, apple, and blackberry, can upload documents and claims through this app and the app does not require any permissions to other areas of your phone.
- SC does not outsource any of their services to a TPA (Third Party Administrator)
- They provide fully encrypted opt out services online that their typical opt out time is less than buying a flight on Air Canada.
- All communications materials are fully funded through the admin costs. - no extra fee's
- SC Networks include 108 practitioners within KW and over 4000 across Canada, at these networks students receive 20-30% cost savings allowing in some cases for students to have no out of pocket expense for specific services.

**References/other plans/about company**
- SC has many other large clients at research intensive universities and has onboarding more within the past couple years.
- SC has been able to retain large clients such as UofA, UBC, McGill, Queens. During these reference checks no one had anything extreme to communicate to our team and expressed overall satisfaction with SC and their services/support.

- SC has built their team off of previous student executives and involved students to ensure students priorities are always at the forefront.

- SC provides services to over 800,000 students nationwide and is only a student health and dental broker rather than being a subsidiary of a large corporation.

- No security breaches to date, they store all data within their own infrastructure and onsite servers within Canada.

Pricing

- SC has quoted us for 43.96 per term for the plan or 131.88 a year. Co-op will be 87.92 per academic term. - 2.64 per student/term admin fee

- This is inline with our current pricing model and is quite reasonable.

- SC has a higher admin fee however; they clearly have outlined that they are able to provide the best service and have already done so for many years and have implemented service improvements free of cost.

Additional Benefits

- SC founder/CEO has committed to donating $125k to a section of the new SLC building the enhance student experience, this is not tied to the health and dental plan rather enhancements to a room or facility that would benefit students.

- Two scholarships each worth 1500 (one for UG’s, one for G’s)

- Customized plan material
Gallivan

Coverage
- Gallivan agreed to meet the current coverage model that we possess.
- Have presented a new idea to create a customized plan for individual members to select the amount of coverage they could receive for specific services. This is a really neat idea that will probably be the way Health plans move to in the future but they have not yet implemented this at any partner schools.

Service Levels
- Gallivan committed to having an on campus office at no additional cost. They have many on campus offices at almost all of their partner schools.
- Online opt outs and claims processing available
- App available for students to download and process claims- unsure about quickness of app and online due to vague answers
- Online chat support
- In house CRM system and security system.
- All data stored in house, in 2011, they were identified that they did not encrypt opt out forms however this has been resolved for numerous years.
- Custom website design to Su’s branding. Good is that there is more awareness of the services Feds offers, Con is that if anything happens the optics are that Feds runs/operates the plan and Gallivan is hands off
- Branding is cartoonish, not a bad thing.

References/other plans/about company
- Over 35 partner schools - many of these are smaller schools combined of university and college SU’s. It appears that they do not have any schools that are large or complex like UW. Plan administration shouldn’t be difficult to implement as the process doesn’t change, the volume may be challenging for them to handle.
- We reached out to schools who had previously departed from Gallivan but they did not return commentary. Their current school’s had good things to say about the service and on campus office service levels.
- The RFP did not indicate much about the company other than 20+ years of experience. We received minimal face time with support staff at their head office however this was also due to time constraints.
- Gallivan is a division of a publicly traded company named people corporation. They have many branches of group benefits and students are not people corps’ primary focus however Gallivan is specifically focused on student insurance.
Pricing

- Gallivan quoted 55.24 a term or 165.72 a year. They did not indicate the cost per co-op student however it would be fair to assume it would be similar to SC model of 8 termly academic payments that total 5 years of coverage. Their admin costs are totaled to $3.20 a term or $9.60 a year.

- This is the highest admin fee from all bidders involved with the process.

- The overall plan cost will be similar to SC’s once they gain detailed claims history. This is due to our financial model of Refund Accounting which requires our organization to pay dollar for dollar of what is claimed through the plan.

Additional Benefits

- Minimal additional benefits were presented other than a proposal to create an individual customized plan that each student could utilize to ensure they are receiving the more individualized benefits. They noted this has not been in place at other institutions as of yet however are looking to implement in the coming year(s). This plan is a very unique and “innovative” approach to group/individual benefits and has definitely peaked out interest.
Recomendation

We are recommending that we engage with Studentcare to be selected as our Health broker for the next 3 years due to the following reasons:

- They have provided superb customer service to our members and continue to create new service designs and offerings to enhance their experience.
- They balance both their own reputation and their partner school’s reputation just as seriously which in turn leads to unprecedented service delivery models.
- They have a state-of-the-art security/IT infrastructure system that has a proven track record of great performance. They are one of the only providers who have not had a data breach over the last 10 years.
- Their company is only concerned with the student benefit environment and does not have a parent company or another division that focuses on other clientele; they are only student-focused and student-driven.
- We have a lot of projects such as the POS, SLC/PAC opening, our own internal processes, IT infrastructure Strat plan and many other items on the go which we believe need to be pushed forward. With that being said, we do not currently possess the knowledge or human resources to build a custom plan that is tailored to each student in an effective manner within the next year. Ultimately, student service levels will be sacrificed if not implemented correctly and as the first school to implement this type of plan with a new provider, this is of great risk concern.
- SC has the greatest knowledge of our plan and has committed to implementing flexible plan changes to account for increased coverage due to available funds from OHIP+
- SC has a proven track record with other large institutions and is a well-respected firm within the industry.
- The other provider is not poor in any capacity, SC has proven to provide excellent service and will continue to advance our offerings, this should limit risk and also entertain plan changes and evaluate them along the way over the next 3 years.
- From a human capital perspective, SC’s team is tremendously knowledgeable and are experts in their respected positions. To our knowledge and in-depth questions, we did not indicate any significant red flags within their organization and are quite confident in their ability to provide the best service to our students.
Job Description

Job Title: Commercial Operations Manager
Department: Federation of Students
Reports To: Director Commercial Operations
Jobs Reporting: Convenience Store Manager, Bombshelter Manager, Feds Used Books Manager, Area Manager, Food Operations
Salary Grade: 9/10
Effective Date: May 1, 2018

Primary Purpose
This position is directly accountable to the Director, Commercial Operations for the achievement of the department’s strategic goals as well as the day-to-day implementation of all commercial operations including financial management, resource management and marketing/IT support. These commercial areas are diverse in their service offerings, including 24 hour operations, retail and hospitality. They are responsible for effective managing of staff, processes, revenue generation and budgeting.

Key Accountabilities
List the major responsibilities of the job, divided into 3 to 5 broad categories. These should reflect 80 - 90% of “what” the job does not the “how”. Insert a category heading and in bullet form below, state specific responsibilities.

Operational Management – overall responsibility for providing

- Ensure excellence in service that meets expectations and needs of customers
- Create strategies to improve processes and workflows
- Ensure high levels of quality control and safety measures are established and maintained Planning and controlling all resources needed to produce goods and services
- Primary contact for any escalated or reoccurring customer issues with unit managers and devise ways of improving the customer experience, including resolving problems and complaints
- Liaise with all support departments (Accounting, IT and Marketing) to help accomplish goals of the business units
- Manages overall guest satisfaction by managing and reviewing feedback channels (Comment cards, feedback@feds.ca, surveys)

Strategic Planning

- Contribute operations information and recommendations to strategic plans and reviews;
- Ensuring each business unit has a clear and cohesive business model it can follow with clear deliverables and key performance indicators to measure success
- Collaborating with each Unit Manager in drafting an annual business plan and budget for each unit to work towards
- Ensure each business unit is adequately marketed and marketing plans align with overall unit goals outlined in the business model, annual plan and budget.

Product and System Development

- Provide business units support in maintain and utilizing information systems (POS/ERP) for day to business operations
- Ensure Unit Managers and senior management are provided with timely and accurate reporting of sales, labour and other KPI’s
- Develop strong policies and procedures around point of sale and cash handling while providing opportunities to
Job Description

- optimally service customers.
- Responsible for ongoing review of vendors, pricing and rebates
- Develop operations systems by determining product handling and storage requirements; develop, implement, enforce and evaluate policies and procedures; develop processes for receiving product, equipment utilization, inventory management and product delivery
- Implement, monitor and report on production, productivity, quality and customer service standards
- Research new technologies and alternative methods of efficiency

Financial Management – overall managerial responsibilities of fiscal responsibility, including:
- Developing and managing the overall department annual revenues, budgets and expenditures of $5 million
- Tracking, capital expenditures align with strategic direction
- Forecast requirements; prepare annual budget; schedule expenditures; analyze variances; initiate corrective actions
- Tracking of budget vs actual with variance analysis and investigation/reporting
- Ensure strong inventory controls and systems are in place with monthly inventory counts conducted by unit managers.

Staff Management/Policy & Procedures
- Responsible for the hiring, training, supervision of commercial unit managers, including conducting and reviewing annual performance appraisal process for all commercial units
- Ensure operations are in compliance with Federation and UW policies and procedures
- Ensure operations are in compliance with health, safety laws and in accordance with government bodies including but not limited to ACGO, local fire code, public health etc...
- Communicate job expectations; planning, monitoring, appraising and reviewing job contributions
- Ensure consistency across all business units in part time staffing policies and procedures

Required Qualifications
If hiring today, what would be the required education, experience, knowledge, skills and abilities?

Education
- Business Degree/operational management degree and/or relevant experience

Experience
- 3-5 years management experience. Deep understanding of financial and business management, outstanding leadership skills, demonstrated ability to build consensus and relationship build, solid understanding of budgeting, operational efficiencies and contract negotiation. Previous experience working within a student lead environment an asset. Previous experience in working with a fully integrated POS to ERP system is an asset.

Knowledge/Skills/Abilities
- Advanced communication and interpersonal skills
- Ability to build consensus and relationships among managers, partners, and employees
- Build alliances and partnerships with other organizations
- Demonstrated ability to delegate responsibilities and provide leadership and training to key personnel
- Good working knowledge of Microsoft Office suite, particularly Excel
- Possession of key competencies including conflict management, business negotiation, organization and decision-making

Nature and Scope
- Contacts: Negotiate with partners for contracts, pricing, capital purchases. Work with various campus partners such as payroll, plant operations, UW police, Human Resources, School of Pharmacy as well as external partners such as
- Level of Responsibility: Oversight of operations for all commercial operations including HR management, inventory control, financial/budget development and reporting, strategic planning for all units.
Job Description

- **Decision-Making Authority:** This position has significant decision-making authority for all accountabilities related to the provision of business operations as outlined within the department. This requires extensive interaction, leadership and facilitation skills. These types of decisions include staffing decisions (recruitment, performance, development, discipline), business process decisions relating to resource generation and allocation, human resources, service standards, procedures, workload/priority management, and overall budget management. This position makes recommendations to the Director of Commercial Operations, the General Manager and VP Operations and Finance about the improved service and business process opportunities that impact both the incumbent’s and colleague’s functional areas within and beyond the department.

- **Physical and Sensory Demands:** The managerial role is in an office setting that involves minimal physical demands. Ability to multi-task under tight deadlines is required.

- **Working Environment:** Working within an environment whose overall management is student leaders that change annually requires a person who can be flexible and adapt quickly. The environment is often one of constant change, tight deadlines and high pressure situations that are beyond one’s control. There may be unusual hours or schedules, constant interruptions that are impacted by varying student volumes at different times of the year. This position periodically requires long hours, some evenings, weekends and holidays.