



2016-2018 UVSS Strategic plan

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Executive Summary

Mission Statement

To be a leader in providing high-quality and accessible services, advocacy and events that enhance the student experience and build a campus community that embodies the values of the UVSS.

Vision

Full student engagement in the core components of advocacy, events, services, businesses, and society governance.

Values

The values of the UVSS are what the Society stands for. They underlie everything that we do and guide how we make decisions, perform our work and work with each other. Students prioritized a student focused Society (Fig. 1)

Good Governance

We take our responsibility to ensure the long-term stability and health of your students' society very seriously. To us this means ensuring participatory democracy and transparent decision-making, being prudent and judicious with your student fees, and being accountable for our actions.

FUN!

We value fun in everything that we do. To us that means creativity, passion, spirit, lightheartedness, and not being institutional. Campus should be a fun place to be and students should feel excited and engaged about the work their students' society does.

Excellence

We aim to be a leader not just among student societies, but among non-profits - and we pursue this goal through excellence. To us that means fostering creativity, driving innovation, promoting a learning culture, investing in our people, and by taking a compassionate approach to everything that we do.

Service

Service to students is why we exist. Our student-centered approach drives us to provide services that are high-quality, relevant, and meaningful to



students. We provide essential services to all members of the UVSS such as the extended health and dental plan, and the UPASS.

Social Justice

Whether we are advocating for student issues or putting the profits from our businesses back into services for students, the UVSS works every day to ensure no person is left behind. We work with campus and community partners to raise awareness and empower students to create change. To support this work, we will create inclusive and supportive spaces for student collaboration.

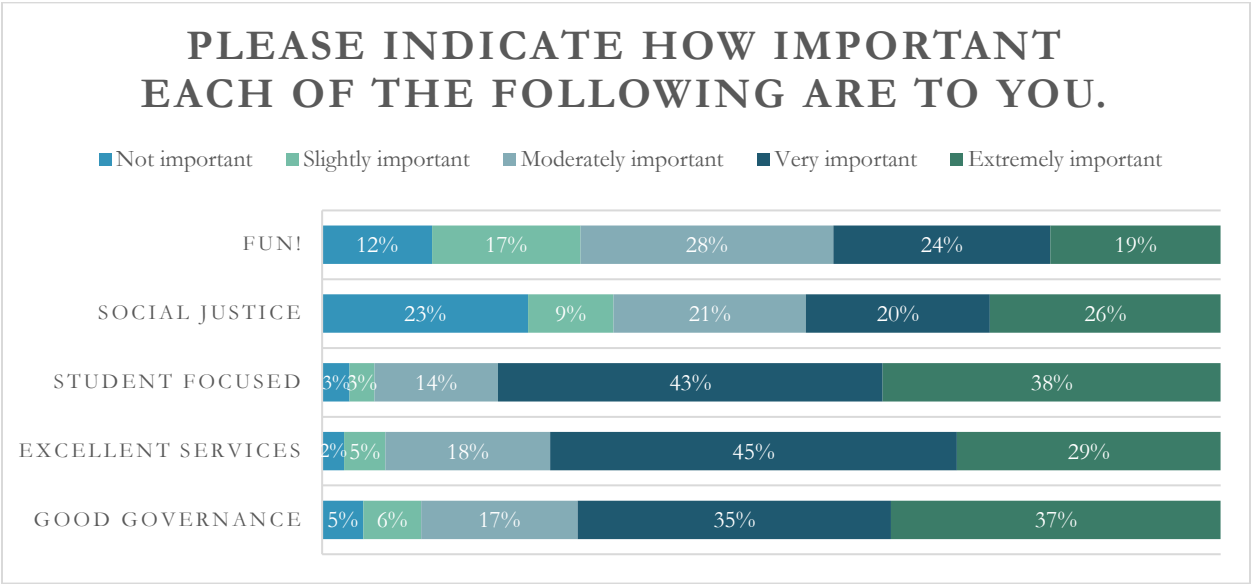


Figure 1: 2016 UVSS Annual Survey: most important values

Finance

Background and Areas of Focus

The UVSS is incorporated under the Society Act of British Columbia as a not-for-profit society. The Society is exempt from income taxes as a non-profit organization under Section 149 (1)(I) of the Income Tax Act. The Financial statements are prepared in accordance with Canadian Accounting Standards for not-for-profit organizations.

The elected UVSS board has a fiduciary duty to act honestly and in good faith for the best interests in the society. The Director of Finance and Operations along with the Finance and Operations Committee shall oversee the administration of all aspects of the Society’s finances.

Issues

1. **Confusion-** The Society's financial statements are difficult to understand. In the 2016 annual survey, only 18% of students agreed that they receive good value for their student fees. This causes discontent with the UVSS. It also leads to students voting against referendums.
2. **Limited access to capital-** The traditional method of raising capital for the UVSS is by referendum. External sources of capital are often difficult as sponsors may be reluctant to support the UVSS due to past controversies.
3. **Overspending-** While budgets are necessarily tight to begin with, past boards have spent amounts in excess of the budgeted amount. This directly affects future boards and is passed on to students in the long run.
4. **Accumulated debt-** Due to poor financial performance last year, the UVSS currently carries accumulated debt in the General Operating Fund, the Dr. Ewing Memorial Fund, and the Major Capital Fund. This poses a very serious threat to cash flow and limits the UVSS' ability to operate in the long run.

Primary Goal

The principal financial goal of the Society is to reduce the accumulated debt without a decrease in the quality of student services.

Strategies and Tactics

- **Present understandable financial information**
 - Emphasize infographics and visual representations
 - Use concise and understandable language to present financial data
 - Add notes from the Director of Finance and Operations to the society budget
- **Explore new revenue streams**
 - Make use of the new Community Partnership Package to enhance financial support from the community
- **Stay on budget**
 - Provide proper non-profit financial management training
 - Track spending at a committee level
 - Follow financial policy and update it where applicable

SMART objectives

- **Financial information**
 - a. At the October AGM, the UVSS will present a comprehensive graphical and written analysis of the financial state of the student society as in Figure 2.
 - b. The presentation at the AGM will be understandable to 80% of student staff.
 - c. In the next annual survey, 30% of students will agree that the UVSS provides good value for their fees, an increase of 11% from the 2016 Annual Survey (see appendix B).

- d. In the next annual survey, 75% of students will know that all profits from the UVSS businesses goes to supporting student services, advocacy, and events. This would be an increase of 13% from the 2016 survey.

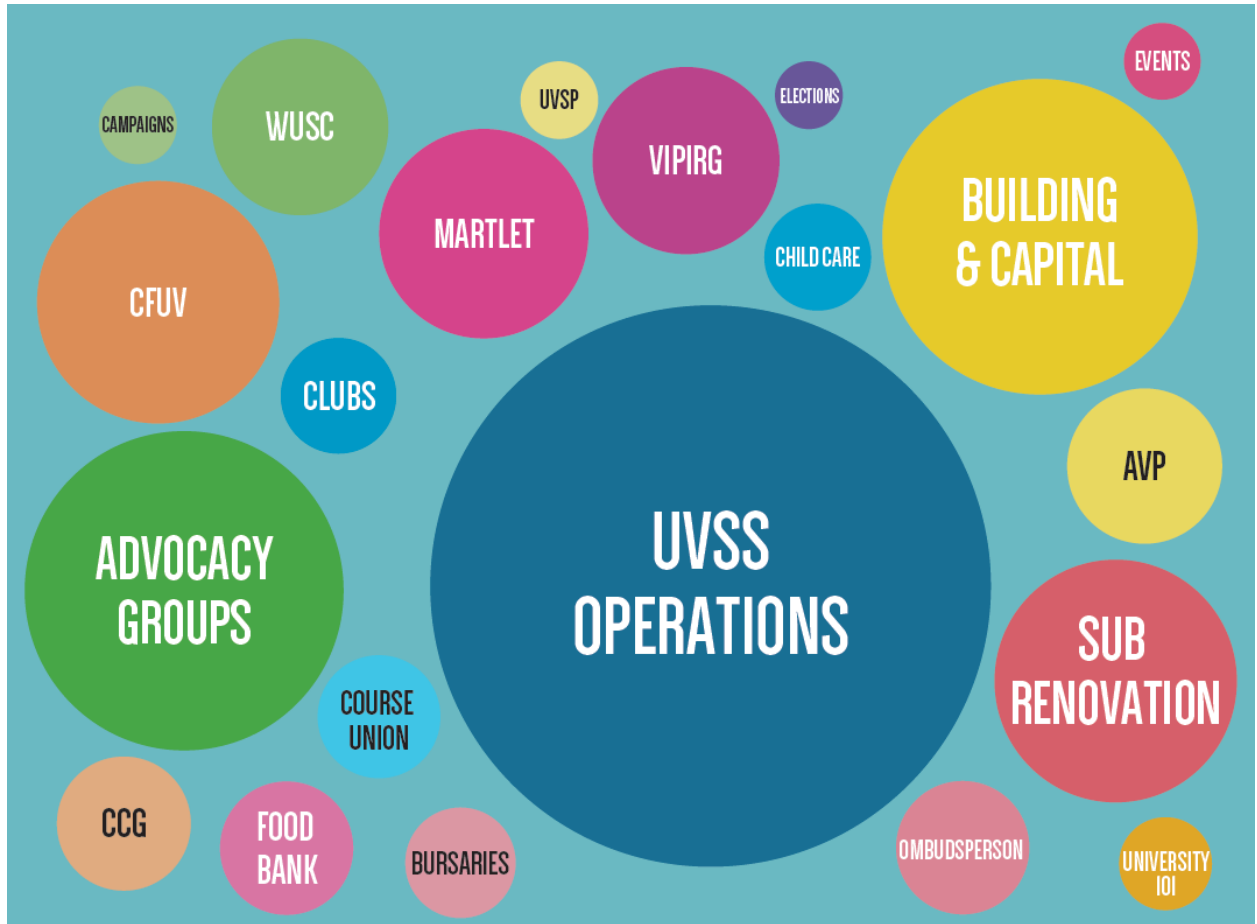


Figure 2: Proportional representation of what students pay in student fees

- **New revenue streams**
 - a. The UVSS will retain 80% or more current advertisers.
 - b. The UVSS will develop at least one new revenue stream that does not cost our members anything.
- **Budgeting**
 - a. 90% or more UVSS Board of Directors accounts (500 series) will be on budget every fiscal year.
 - b. 75% of each account's lines will be on or under budget every month.
 - c. New tracking systems and financial policy around budgeting will be developed by Finance and Operations Committee by April 2017.
 - d. A financial management workshop will take place each board term before November 1st.
- **Debt management**
 - a. By April 2017, Finance and Operations will develop a 5 year financial plan to pay off all debt.

Campaigns

Background and Areas of Focus

Campaigns are an integral part of the UVSS' purpose. The Society advocates for student issues which include mental health, affordable education, consent culture, better public transit, student housing, and much more.

The UVSS collects \$0.50 from every student each semester for government relations and outreach. This dedicated fee levy provides Campaigns Committee with just over \$19,000 annually.

Issues

1. **Limited capacity-** In the past, the UVSS has spread itself too thin, and has committed to campaigns that it does not have the resources to maintain.
2. **Poor volunteer engagement-** Volunteering can be inaccessible. Students are busy with school and many do not want to contribute to the Society.
3. **Weak communication-** Our campaigns are often promoted with unclear, misunderstood and adversarial messaging. Campaigns can be 'pop-ups' with bursts of activity but do not promote the message consistently.

Primary goal

The primary goal of Campaigns Committee is to run high impact and fiscally sustainable campaigns that create social change and engage members.

Strategies and Tactics

- **Manage campaigns effectively**
 - Develop a well-thought out budget that is used throughout the year
 - Engage in financial management training for members of Campaigns Committee
 - Improve processes for seeking sponsorship and grants
 - Develop a community partnership package and grant writing toolkit
- **Streamline the campaign volunteer process**
 - Offer volunteer leadership positions with defined duties and expectations
 - Invest in volunteer professional development opportunities
 - Maintain a database of volunteers
 - Personally recognize volunteers' contributions
- **Consult and collaborate**
 - Develop consistent policy asks with other universities
 - Work with advocacy groups to align campaigns with their values

SMART objectives

- **Campaign management**
 - a. Campaigns Committee will not exceed its budgeted amount by more than 5% in any semester.
 - b. The UVSS will have two campaigns financially supported by external partners in every fiscal year.
 - c. The Society will engage six new external campaign partners by April 2018.
- **Volunteer engagement**
 - a. Volunteer leaders will be created for each campaign and each position will be filled by the second month of each semester.
 - b. No more than one volunteer leader will quit in any semester.
- **Communication**
 - a. Surveys will gauge membership approval of individual campaigns twice per fiscal year.
 - b. Campaign feedback will be collected through focus groups, social media, and face to face interactions every semester (Fig. 3).
 - c. The UVSS will promote campaigns face-to-face with students at least twice a month.

1. Post Secondary Education Affordability

- Advocate to have all educational resources open, and accessible, online and free of charge. The UVSS' Textbook broke campaign will encourage professors to unbundle textbooks and adopt open educational resources.

2. Public Transit

- Bring forward student requests for better late-night service, reduced pass-ups, and other student priorities.

3. Environmental Sustainability

- Support student-led in all aspects of environmental sustainability and food security.

4. Mental Health

- Decrease stigma and increase support through the ReThink Mental Health campaign. This campaign will foster an open and positive dialogue around mental health and will make students aware of the available services.

5. Affordable Housing

- Prioritize student housing in the provincial election with a Rent with Rights campaign. The UVSS will also pursue provincial legislation surrounding student rights in residence.

6. Sexualized Violence

- The Let's Get Consensual Campaign will work towards a culture of consent that supports and believes survivors.

Figure 3: The 2016 Annual Survey's top six student issues and their respective comments

Events

Background and Areas of Focus

The UVSS provides undergraduate students with fun and accessible events. The Society has a history of hosting events that embody student values. Events Committee exists to organize events that are of interest to the membership and highlight the Society and the SUB.

Similar to campaigns, all students pay \$0.50 a semester into the Events Fund. This provides just over \$19,000 a year for Events Committee to organize and host events.

“Please, this is so easy just have one good event I'm begging you.”

UVSS 2016 Annual Survey

Issues

1. **Financial constraints-** The Society is financially limited as to how many events we can have and how extravagant our events can be. This also restricts Events Committee's options in terms of artists and bands.
2. **Failed execution-** The Society in the past has failed to plan and execute events. Delayed planning leads to delayed advertising and weak events. Past events have not adequately recorded metrics such as tickets sold or attendance which limits the UVSS' ability to measure success.
3. **Poor marketing-** Students often believe that Campus Kick Off and other major events are organized by UVic. The UVSS' branding does not effectively differentiate it's events from those organized by external groups or the University.
4. **Bad reputation.** Students have voiced their concerns about the Society's events. In the past, many events have been unsuccessful. In addition, students often view the Board of Directors as the entire UVSS. As a result, students are generally pessimistic and unwilling to pay for UVSS events (Fig. 4)

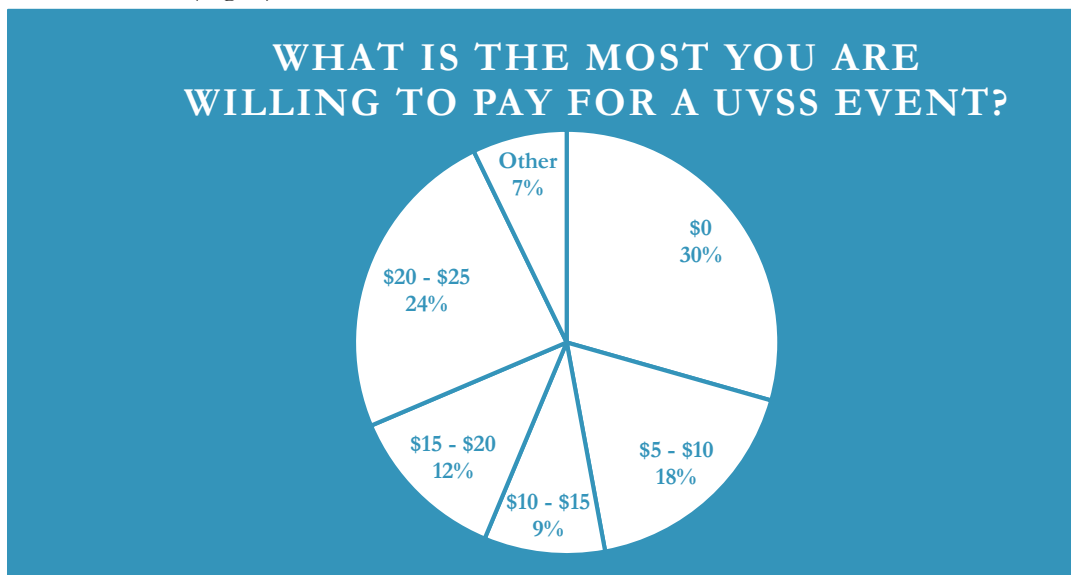


Figure 4: Students' willingness to pay for a UVSS event

Primary Goal

The primary goal of Events Committee is to increase school spirit by offering fun and accessible events to all students.

Strategies and Tactics

- **Effectively manage events**
 - Keep events on budget
 - When possible, look for external sources of revenue
- **Collaborate with other organizations**
 - Work with CFUV, Vikes Nation, and Uvic Student Affairs
 - Work with the community to offer students more options for events
 - Connect with other non-profits to host events
- **Promote events**
 - Use hashtags on all social media outlets
 - Begin social media engagement early
 - Analyze social media results and solicit feedback
 - Use the #MakeUvicLitAgain banner extensively
 - Promote as much as possible through posters
 - Table in high traffic areas

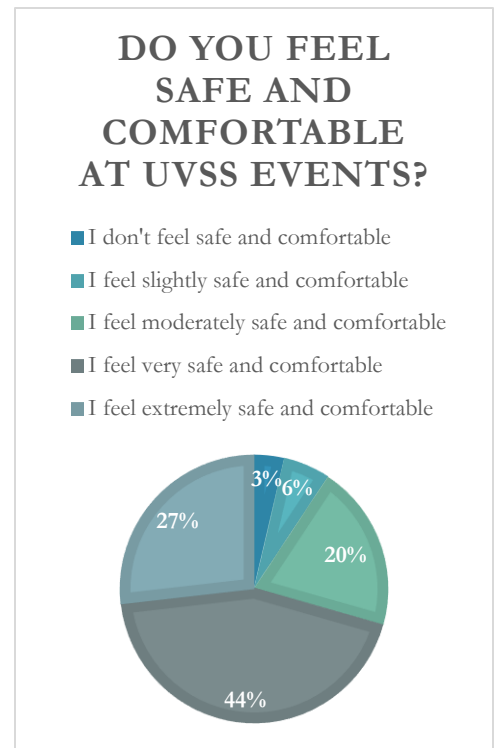


Figure 5: Perceived safety at UVSS events

SMART objectives

- **Event management**
 - 80% of the events in a given semester will take place in the Student Union Building
 - Events Committee will be within 5% of its budget.
 - Over 30% of all events will have financial support from an external organization.
- **Event diversity**
 - a. There will be at least one Felicita's special event each month.
 - b. There will be at least one UVSS after party for every Vikes sport in each fiscal year
 - c. Events Committee will organize at least four parties in Vertigo and Felicita's every fiscal year
 - d. The UVSS will offer at least three academic and community events such as guest speakers and conferences per fiscal year
- **Improved reputation**
 - a. 75% or more students in the next annual survey will be willing to pay for UVSS events. This is an increase of 12% from the 2016 UVSS annual survey (Fig. 4).
 - b. 80% of students will feel very safe or extremely safe at UVSS events in the next annual survey. This is an increase in 9% from the 2016 survey (Fig. 5).
 - c. Ticket sales will be within 10% of their targets for 75% of events in each semester.

Member Outreach and Student Affairs

Background and Areas of Focus

Member outreach is focused on student engagement. In the past, the Society has used its annual handbook and UVSS swag as main outreach tools

Occasionally, the Society's political actions can damage members' perceptions of the Society. This obstructs effective student engagement.

The primary mechanism by which most students interact with the UVSS is through clubs and course unions. The Society should ensure that these interactions are positive, accessible, and rewarding.

Issues

1. **Poor public image-** In the 2016 annual survey, 69% of respondents with an opinion¹ did not feel the UVSS represented their values (see figure 6). Both past controversial actions, and intense election campaigns lead to poor perceptions of the UVSS
2. **Lack of understanding-** Our members are often unaware of the services the UVSS provides. In the annual survey, 74% of respondents with an opinion¹ did not feel that they received good value for their fees (Fig. 7). The lack of understanding about the value of the services offered contributes to the poor public image of the UVSS. Conversely, there can be a lack of understanding from the UVSS as to membership desires.
3. **Weak volunteer retention-** The UVSS cannot operate without volunteers. While there are often numerous volunteers in September, interest often tapers as the year progresses.
4. **Clubs and course union confusion-** The UVSS supports over 200 unique clubs. Clubs and Course Union policy is confusing, which makes it difficult for student leaders to present members with information about all clubs and course unions and their activities.

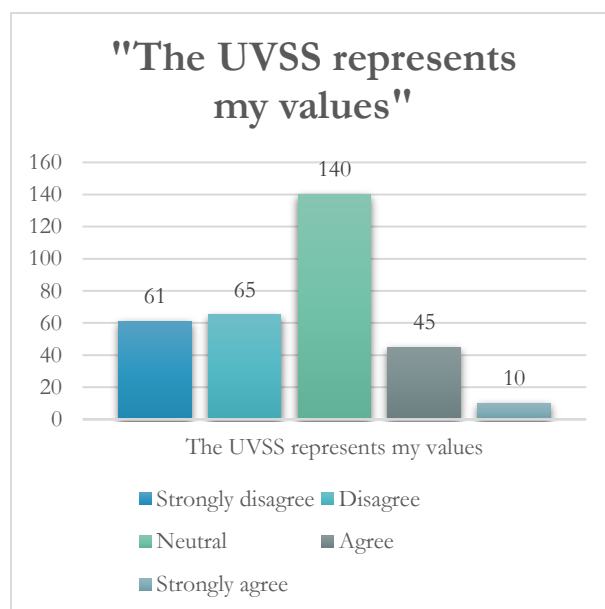


Figure 6: Members' satisfaction with UVSS values

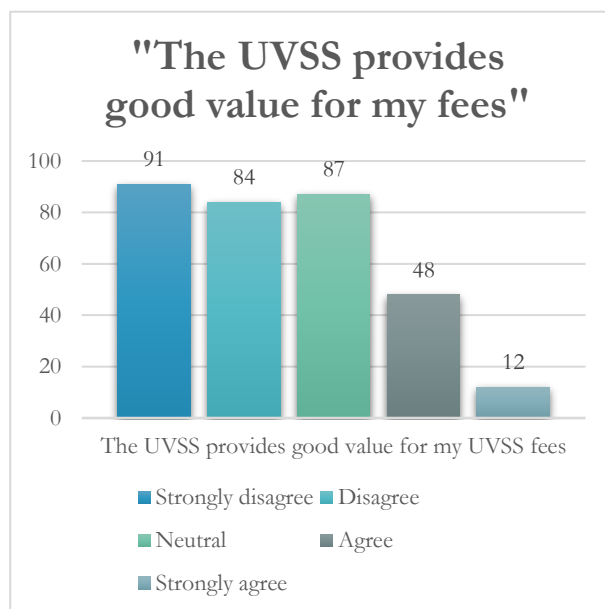


Figure 7: Members' perceived value for their fees

¹ All neutral respondents were factored out and the percentages were recalculated

Primary Goal

The principal goal for UVSS Member Outreach is to improve member engagement and awareness about the UVSS.

Strategies and Tactics

- **Reach out to students**
 - Engage with students face-to-face
 - Focus on positive communications
 - Spotlight the valuable services of the UVSS
 - Make board members accessible and relatable through social media
- **Listen to our members**
 - Use survey data to make strategic decisions such as who should be featured in UVSS events (Fig. 8)
 - Collect feedback on social media
- **Retain volunteers**
 - Advertise opportunities for leadership and skill development
 - Personalize recognition of volunteer efforts
 - Focus on the passion of members
- **Increase accessibility of clubs and course unions**
 - Develop complete and cohesive clubs and course union policy
 - Provide up to date lists of clubs and course unions
 - Showcase club and course union events and activities in a non-biased fashion

SMART objectives

- **Student engagement**
 - a. Conduct two formal UVSS surveys each fiscal year.
 - b. 250 members enter our handbook activity page draw by September 31st, 2016.
 - c. 6000 handbooks will be distributed each year by January 1st.
 - d. Develop a “Co-op Care Packages” policy by September 1st, 2016.
- **Positive outreach**
 - a. By the mid-year survey, increase the percentage of people who feel the UVSS represents their values from 17% to 30%.
 - b. By the mid-year survey, increase the percentage of people who feel the UVSS listens to them 11% to 25% (Fig. 8).
 - c. The UVSS will post four member focused social media posts per month.
- **Volunteer retention**
 - a. Every semester, the UVSS will have fifteen or more volunteers who have volunteered either once per month or three times a semester.
- **Clubs and course unions**
 - a. By September 1st, 2016, the Board of Directors will pass revised and updated clubs and course union policy.
 - b. The UVSS will have a list of active clubs posted around campus and in the Society Centre in the first month of every semester.

Issues

1. **Lack of engagement** – The UVSS brands do not always engage customers. The brand experience for customer and brand ambassadors (staff) could be improved.
2. **Brand underperformance** – The Students' Union business brands are underutilized. Their identity, niche/differentiation, and mission aren't clear. The politicization of the parent UVSS brand can have a negative spillover effect on our subsidiary business unit brands.
3. **Weak team building** – Staff and directors are not given enough opportunity to collaborate on problem-solving strategic marketing issues. In order to grow and innovate, staff and directors must work together.
4. **Knowledge infrastructure** – Twenty Ten Group identified a UVSS weakness as “limited organizational focus and staff expertise on brand and marketing strategy.” This has not adequately been addressed.

“Think like marketers! Get students involved by running competitions and use the clubs and course unions more to target students”

UVSS 2016 Annual Survey

Primary Goal

The UVSS marketing and communications goal is to develop a high-functioning, team-based, holistic marketing system that enhances creativity and innovation.

Strategies and Tactics

- **Research marketing strategies**
 - Conduct extensive primary research including online surveys, focus groups, in-person interviews, and electronic customer feedback
 - Compile secondary research on external environment, customer databases, and demographic analysis
 - Utilize government and industry reports, market trends, and external publications
- **Develop a marketing culture**
 - Include business unit managers in development of the marketing communications component of the strategic plan
 - Provide workshops and written materials in marketing and branding to staff and directors
 - Encourage professional development for branding expertise
 - Develop a training program for frontline student staff to become active brand ambassadors
- **Manage brands effectively**
 - Conduct internal brand audits for the UVSS brand and subsidiary SUB business brands
 - Review and update branding briefs for business units and the UVSS
 - Include student staff in defining and redefining the business units' brands
 - Utilize content marketing to build communities around the UVSS brands

SMART objectives

- **Knowledge development**
 - a. At least six professional development workshops in marketing or branding will be held by April 30, 2018.
- **Market research**
 - a. At least two market research tactics will be conducted (surveys, focus groups, interviews) per business unit by April 30, 2018 (Fig. 9).
- **Brand improvement**
 - a. One internal brand audit per business unit will be completed by April 30, 2018.
 - b. Increase business unit positive survey scores to an average of 40% instead of the current 34% of respondents with an opinion in the current UVSS Annual Survey.

How students find out about the UVSS

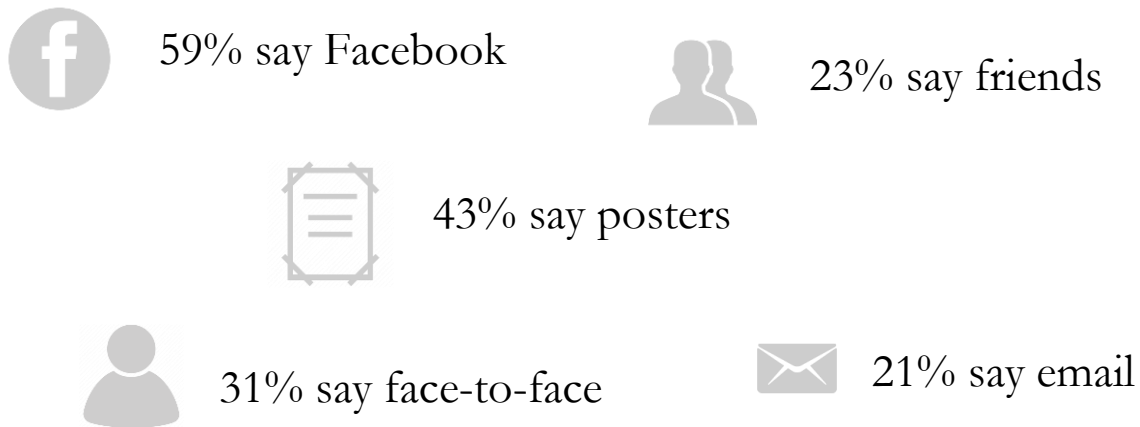


Figure 9: How students find out about the UVSS

People Development

Background and Areas of Focus

The UVSS Board of Directors recognizes the importance of proper human resource management and has a responsibility to all staff. The Executive Director and General Manager along with the Personnel Committee shall oversee the integration of human resource management strategies and systems to achieve the overall mission, strategies and success of the Society while meeting the needs of employees.

Issues

1. **High staff turnover** – Holding onto staff, particularly students, is a continual problem at the UVSS. Following each semester, many staff do not return. While this may be inherent in the nature of student staff, strategies should be put in place to retain students and grow their skills.

2. **Lack of learning culture** – This is very much tied to the high turnover in the UVSS. Professional development funds for both student and permanent staff are traditionally underutilized. This directly impacts the UVSS’ ability to grow and improve as an organization.
3. **Weak engagement** – Staff of the UVSS are not traditionally engaged or invested in the plans of the board which makes operationalizing our mission incredibly difficult to achieve. Staff are the backbone of this Society. The success of the UVSS and each board’s term depends on staff engagement.
4. **Rushed hiring timelines**- An additional problem caused by the high turnover is the difficulty in providing adequate training for new UVSS staff. While jobs are posted in July and August, new hires are very rarely able to start before September. As September is the UVSS’ busiest month, new hires often receive a rushed training/orientation. This need to train new staff also places undue stress on the business’ operations
5. **No human resources system in place**- Currently there is no clearly defined human resource policy which impacts our organizational culture.

Primary Goal

The principal human resource goal of the Society is to improve employee engagement, learning, and retention.

Strategies and Tactics

- **Retain employees**
 - Make staff aware of the benefits and opportunities for growth to encourage retention
 - Foster a positive employee experience in the UVSS
- **Engage staff**
 - Host an open house so that all staff are invited to attend and provide feedback on the 2016-2017 Strategic Plan
 - Arrange more opportunities for staff to engage and provide input
 - Use message boards and social media accounts to communicate better with staff
- **Encourage learning**
 - Make staff aware of the professional development benefits available each year.
 - Host workshops for both Board Members and UVSS staff
- **Recruit new staff earlier and more efficiently**
 - Use new methods of advertising with social media (ie. “My First Year at UVIC”)
 - Advertise job opportunities in Jump Start tours
 - Conduct more comprehensive orientations for all new staff so everyone is aware of not only the benefits they are entitled to but also the mission, vision and values of the Society

SMART objectives

- **Professional development**
 - a. The UVSS will establish an improved and more consistent training practice.
 - b. This will include regularly scheduled training/orientation sessions for new staff at peak hiring times (ex. September and January).

- c. UVSS will make professional development funds more available through the orientation process by ensuring staff are aware of the resources they are entitled to.
- **HR policy**
 - a. The UVSS will adopt and finalize the HR policy by December 1, 2016.
 - b. This will include a thorough consultation process with all stakeholders (ex. Union, advocacy groups, Board of Directors, staff).
- **Job postings**
 - a. Job information will be included in the Jump Start tour script for August/September 2016.
 - b. Jobs will be posted on “My First Year at Uvic” at least two weeks before each semester.
 - c. Hiring policy will be updated and the mandatory job posting requirements will be modernized by April 1, 2017.

SUB Business Development

Background and Areas of Focus

The UVSS has nine unique business units which are owned and operated by students, for students. Each of these business units are guided by a department manager. Each SUB business has prepared a business plan which aligns with the UVSS strategic plan. The UVSS strategic plan allows the Board to incorporate each business’ initiatives and supports the department managers. The goals and strategies are intended to support and enhance each SUB business rather than restrict them (Fig. 10)

Issues for all businesses

1. Getting people into the building
2. Ensuring repeat customers
3. High costs
4. Competition

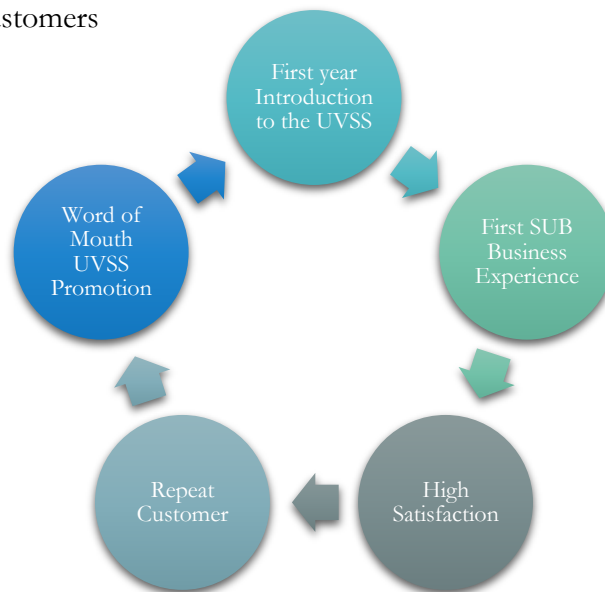


Figure 10: Ideal SUB Business satisfaction cycle

Each business' primary issue, goals, metric, and strategies

Cinecenta:

Board Issue: *People (students) aren't coming (Fig. 11)*

Goal: Get "Butts in seats" (attendance)

Metric: Ticket sales and space bookings

Board Strategies:

- Increase support and partnership with students in residence
- Assist in promoting and advertising Cinecenta
- Increase cross promotion between businesses
- Advertise Cinecenta at movie in the park

Food Services (HFB, Grill, Bean There):

Board Issue: *High cost of sales*

Goal: Improve the financial performance without sacrificing quality or accessibility

Metric: Net income

Board Strategies:

- Use primary market research for product review and development
- Assist in marketing and advertising, especially post renovations
- Examine viability of individual items and their costs

Felicita's:

Board Issue: *Atmosphere*

Goal: Develop a strong campus pub culture combined with excellent service

Metric: Customer feedback (exit survey)

Board Strategies:

- Encourage clubs and Course unions to book events at Felicita's
- Promote Felicita's through the Board of Directors activities, SWAG and other businesses
- Assist with product review and development
- Support existing Felicita's events and the creation of new ones
- Showcase the quality of the food, the price of the alcohol, and the excellent staff
- Support the marketing component
- Encourage staff to attend Felicita's
- Encourage creative food specials

SUBtext:

Board Issue: *Consignment future unclear*

Goal: Ensure the long-term viability of SUBtext by diversifying revenue and increasing sales

Metric: Revenue stream diversification, gross profit

Board Strategies:

- Support the purchase of a new POS system
- Cross-promote with other businesses
- Examine the opportunity for sales of premium UVSS branded merchandise
- Provide students with better information about the textbook process
- Create tools to compare costs of purchasing and selling at SUBtext versus buyback and online
- Support the transition to a retail focus

- Conduct polls and surveys to find out what items people want SUBtext to stock

ZAP! Copy

Board Issue: *Lack of service awareness*

Goal: Improve and target ZAP! marketing using infographics

Metric: Volume of sales

Board Strategies:

- Assist in creating a target marketing campaign to writing intensive fields
- Bring awareness to the cheapest printing on campus
- Create a “Printed at ZAP!” mark for UVSS campaign material
- Assist in developing and promoting infographics detailing the various services available
- Consult ZAP! so the board prints the appropriate quantity of items
- Encourage the development of a web ordering system
- Integrate ZAP! with conferences and encourage external organizations to print at ZAP!
- Target promotion to groups who require printed materials to be printed at a unionized print shop (for example the NDP)
- Support the creation of policy around customer privacy, file security, and refunds

Catering and Conferences:

Board Issue: *Difficult to attract new clients*

Goal: Improve targeted marketing

Metric: Increased volume of sales

Board Strategies:

- Assist with the design and creation of printed materials
- Promote Catering and Conferences “inside the ring”
- Use strategic partners and promote catering and conferences to businesses
- Use Catering and Conferences for planned board conferences and events.

Munchie Bar:

Board Issue: *There could be more variety in terms of different categories of grab and go items*

Goal: Increase the variety of healthy, fun, and fresh grab and go items

Metric: Staffing reports

Board Strategies

- Support increased capacity for excellent service
- Cross-promote with other business units
- Product review and development
- Conduct market research and development to identify new product opportunities
- Promote the success and positive experience of Munchie Bar (Fig. 12)

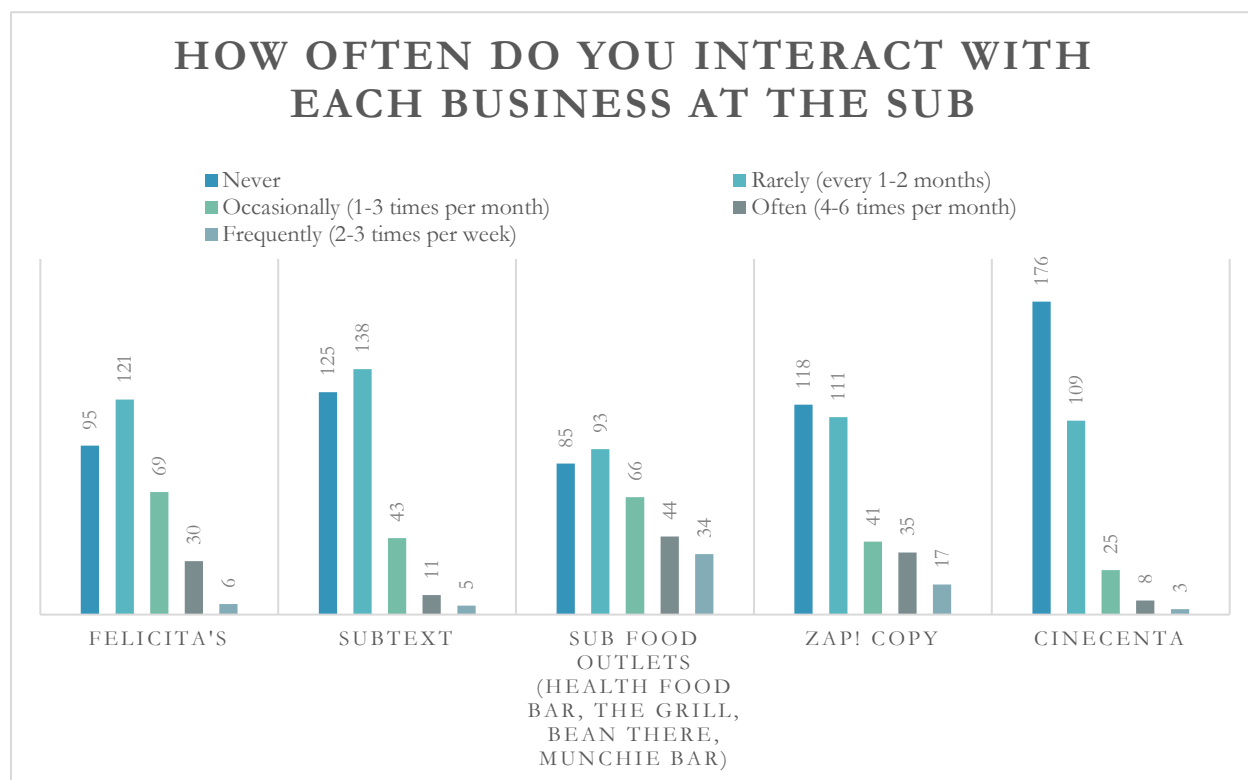


Figure 11: Frequency of interaction with each business unit

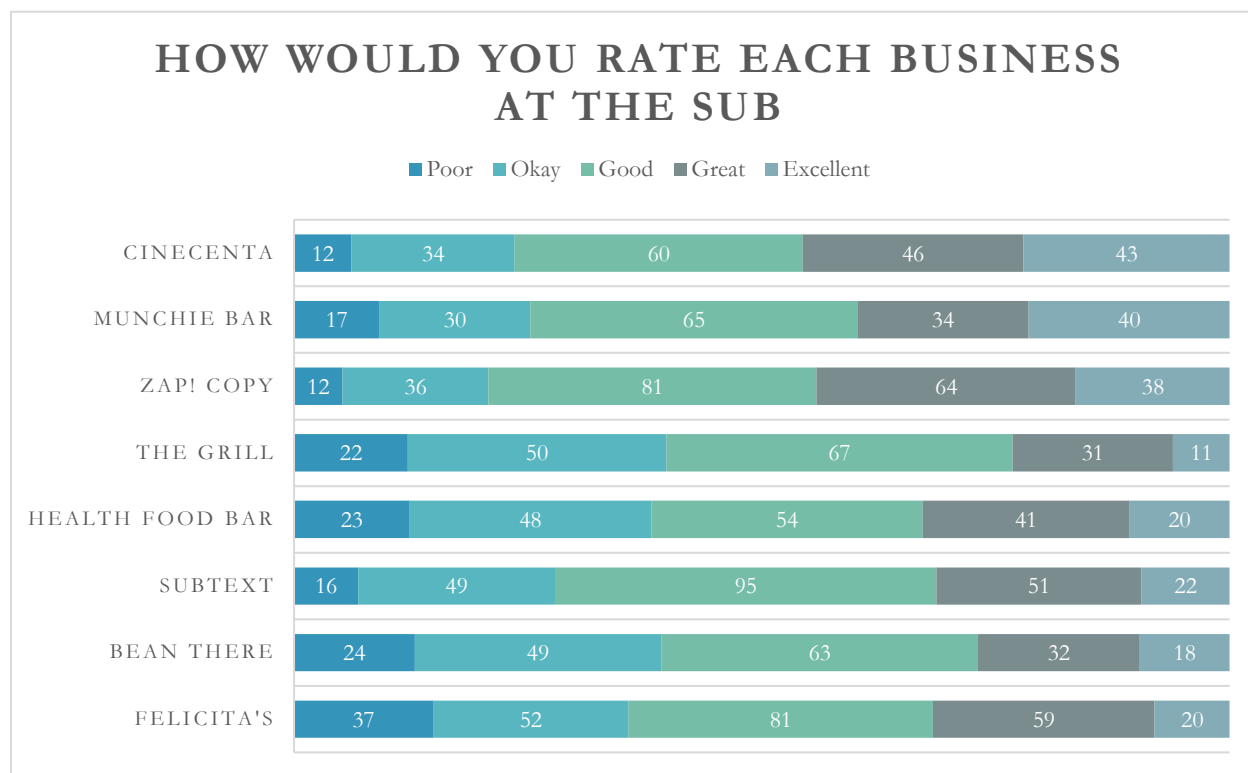


Figure 12: Members' ratings of each business unit

Major New Strategic Initiatives

Each area of the Society has completed an independent environmental analysis and has identified unique issues, goals, strategies, and objectives. Many of these Portfolios face similar issues which could be improved by significant initiatives. The 2016-2017 Board of Directors has chosen to undertake the following six major strategic initiatives which will benefit multiple areas of the society:

1. Redesign the UVSS website
2. Create an improved volunteer database and volunteer retention strategy
3. Develop increased financial policy, oversight and monitoring
4. Improve marketing of the society through cross promotion and the newly created SUB Business Marketing Committee
5. Build coalitions and partnerships with UVic and external organizations
6. Focus on professional development opportunities for all staff and board members

Timeline

- June 30: Exec Committee adopts the 2016-2018 UVSS Strategic Plan
- July 31: Annual business unit plans completed
- July 31: Annual work plans for cost centre department managers completed
- August 31: Report on Strategic plan and solicit feedback
- December 15: Report on Strategic plan and solicit feedback
- April 30: Summary report on board year strategic plan successes and shortfalls
- April 30: Outgoing SWOT

Conclusions

In recognizing the effect of one-year board terms turn-over on our organization, it is important to acknowledge that each board has unique priorities and challenges which are intrinsically connected to the strategic plan; a board with a heavy environmental agenda may be succeeded by a board that prioritizes social justice issues, but these are all encapsulated by the UVSS' continuous mission, goals and values.

The Society continues to face inconsistencies and struggles with public perception and reputation, unstable financial situations, and administration of human resources. In order to overcome these barriers and achieve long term stability, the Board of Directors, excluded personnel, and staff must work together to address the current and ongoing issues of the UVSS.

The strategic plan is a living document and must be constantly adapted, revised, and refined to ensure it stays relevant to current student issues and needs. The UVSS can accomplish its goals if all stakeholders work together to execute and realize this strategic plan.

Appendix A: Scorecards

Finance Scorecard

Category	Short Term (<6 months)	Medium Term (6 months- 1 year)	Long Term (> than 1 year)	Ongoing
Financial Information	-Infographics and understandable financial information for the AGM	-80% of student staff understand our finances -30% of students agree UVSS provides good value for fees	- 75% of students will know that all profits support advocacy, services, and events	
New Revenue		- One new revenue stream finalized	- 80% of current advertisers are retained year over year	
Debt Management		- 5 year plan to pay down debt written and adopted	- 5 year plan to pay down debt followed	
Budgeting	- Finalized budgets completed by July 31 st	- Improved finance policy and budget monitoring system	- 90% of BOD accounts within 5% of budget for fiscal 16/17	- 75% of each BOD account's lines on or under budget every month
Professional Development	- Financial management for Non-profits scheduled for BOD and staff by November 1	- Financial management/ budgeting integrated into board training - Offer members pro-d budgeting opportunities		- Review GL's monthly for each portfolio for each lead director

Campaigns Scorecard

Category	Short Term (<6 months)	Medium Term (6 months- 1 year)	Long Term (> than 1 year)	Ongoing
Financial Management				- Campaigns Committee on budget every semester
External Support		- Two campaigns financially supported by external partners by the end of the year	- Eight new external partners by April 2018	
Volunteer engagement	- Volunteer leader positions created for all campaigns - Each position filled by October 1, 2016			- No more than one volunteer leader quits per semester
Communication	- Feedback collected with focus groups, social media, and face-to-face interactions by December 31, 2016	- Annual survey measures approval of each campaign		- Campaigns promoted by tabling twice a month

Events Scorecard

Category	Short Term (<6 months)	Medium Term (6 months- 1 year)	Long Term (> than 1 year)	Ongoing
Event Management	- 80% of events take place in the SUB	- Events Committee within 5% of their budget		- 30% of events have financial support externally
Event Diversity	- One UVSS event for every fall sport	- Three academic or community events by April 30, 2017 - Four SUB Parties by April 30, 2017	- One UVSS event for every sport every year	- One Felicita's event every month
Event Reputation		- 75% of students willing to pay for events next survey -80% of students feel very/extremely safe next survey		- Ticket sales within 10% of their target for 75% of events
Promotion	- Print a #MakeUVicLit banner	- Conduct social media effectiveness analysis		- All event related social media posts are hashtagged

Member Outreach and Student Affairs Scorecard

Category	Short Term (<6 months)	Medium Term (6 months- 1 year)	Long Term (> than 1 year)	Ongoing
Student Engagement	-250 entries into handbook activity draw by September 31, 2016 - 6000 handbooks distributed by January 1, 2017	- Second UVSS survey by January 30, 2017 - A better system for “Co-op Care Packages”		
Positive Outreach		- 30% of students feel the UVSS represents their values next survey - 25% of students feel the UVSS listens to them by next survey		- Four social media posts each month will be focused on our members activities, initiatives, and stories
Volunteer Retention	- Thirty or more volunteers recruited in September 2016			- fifteen volunteers who volunteer once a month or three times per semester
Clubs and Course Unions	- By September 1 st , 2016, the Board of Directors will pass improved Club and Course Union Policy			- Post a list of active clubs on a poster run in the first month of every semester

Marketing and Communications Scorecard

Category	Short Term (<6 months)	Medium Term (6 months- 1 year)	Long Term (> than 1 year)	Ongoing
Knowledge Development		- Three professional development workshops by April 30, 2017	- Six Professional Development workshops by April 30, 2018	
Market Research	- One business undergoes Brand Audit, focus groups, and interviews	- 40% positive business scores in the next survey - Three businesses undergo Brand Audits, focus groups, and interviews	- One brand audit per business by April 2018 - Two market research tactics per business by April 2018	

People Scorecard

Category	Short Term (<6 months)	Medium Term (6 months- 1 year)	Long Term (> than 1 year)	Ongoing
Professional Development	-Training and Orientation times are scheduled for September hires			- Make staff more aware of professional development fund
HR policy	- Union, advocacy groups, and board are consulted by October 1	- HR policy finalized by December 1, 2016		
Job Postings	-Jobs are advertised on Facebook groups by August 18, 2016 -Jobs information is included in Jumpstart tours script	- Hiring policy updated by September 1, 2017		

Appendix B: Board of Directors Committee Roles

	Campaigns	Events	Finance & Operations	Member Outreach	Policy	SUB Renos	University Relations	Advocacy Council	Clubs Council	Course Union Council	SUB Occupants	Electoral Committee	Executive Committee	Health & Dental	SUB Marketing	Ombuds	Personnel	Operational Relations	Upass Risk Mgmt. Appeals
Emma Kinikin	Student Affairs	0	0	0	0	0	0*	0*	0*	0*	0	0	0	0	0	0	✓	✓	0
Ben Luerchuk	Outreach	0	0	0	0*	0*	0*				0*	0*	0*	0*	0	0*	✓	✓	0*
Maxwell Nicholson	Campaigns	0*	✓	0	0	0					0	0	0	0	0		✓	✓	0
Jordan Quitau	Events	0	0*	0	0	0					0	*	0	0	0		✓	✓	0
Kevin Tupper	Finance	0	✓	0*	0	0*	0*	0*			0	0	0	0*	0*	0*	0*	✓	0
Alicia Armstrong	Outreach DAL		✓	✓	0 ²	0 ²	0 ²									✓		✓	0*
Michelle Brown	Campaigns DAL				✓							✓							
Alec Dawydak	Finance DAL			0 ²		✓									✓				
Kate Fairley	Events DAL	✓	✓																
Anastasia Farhoud	Outreach DAL		✓	0 ²	✓														
Alysha Flipse	Affairs DAL		✓						0 ²			✓	✓	✓					
Carl Haynes	Events DAL	✓	0 ²																
Isaac Hordiyuk	Campaigns DAL	0 ²		✓	✓														
Catherine Musgrave	Finance DAL		✓			✓					0 ²					✓			
Elora Sheres	Affairs DAL	✓					0 ²		0 ²						✓				
Grace Wang	ISSR DAL		✓																
David Zhang	Intl. Student Rep		✓	✓	✓														
Sarah Maya Bhandal-Pride Rep																			
NSU rep																			
Lucy Haggis	SOC rep																		✓
Heather Mitchell	SSD Rep																		
Third Space Rep				✓															

0 = ex-officio member * = committee chair ² = second chair ✓ = committee member

Appendix C: UVSS 2016 Annual Survey Data

1. What is the most effective way to reach you about the events, services, and campaigns run by the UVic Students' Society (UVSS)?		
Answer Options	Response Percent	Response Count
Friends	23.0%	75
UVSS Website	12.9%	42
Posters	40.2%	131
Facebook	58.9%	192
Twitter	5.2%	17
Instagram	11.0%	36
Face-to-face (classroom talks, information tables, etc)	31.0%	101
Other (please specify)	22.1%	72
<i>answered question</i>		326
<i>skipped question</i>		5

2. How much do you agree with the following statements?							
Answer Options	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Rating Average	Response Count
The UVSS represents my values	61	65	143	46	10	2.63	326
The UVSS provides important services	41	49	104	91	42	3.13	327
The UVSS provides good value for my UVSS fees	91	84	91	48	12	2.40	327
UVSS student fees should increase at the same rate as inflation	84	79	78	56	24	2.55	326
The UVSS listens to me	54	71	162	28	9	2.59	326
<i>answered question</i>							327
<i>skipped question</i>							4

3. Are you aware that the UVSS is completely separate from the University of Victoria?		
Answer Options	Response Percent	Response Count
Yes, I was aware	77.0%	255
No, I was not aware	23.0%	76
<i>answered question</i>		331
<i>skipped question</i>		0

4. Are you aware that all profits from the SUB businesses support advocacy, services and events for students?		
Answer Options	Response Percent	Response Count
Yes, I was aware.	61.6%	204
No, I was not aware.	38.4%	127

5. How often do you interact with the following?

Answer Options	Never	Rarely (every 1-2 months)	Occasionally (1-3 times per month)	Often (4-6 times per month)	Frequently (2-3 times per week)	Rating Average	Response Count
Felicita's	97	122	69	30	7	2.49	325
Subtext	126	141	43	11	5	2.04	326
SUB food outlets	87	94	66	44	35	2.97	326
Zap! Copy	118	114	42	35	17	2.43	326
Cinecenta	178	110	26	8	3	1.72	325
Advocacy groups	250	38	15	6	18	1.60	327
Info Booth	216	86	17	3	4	1.52	326
Committee Meetings	281	34	4	3	3	1.22	325
Special Events	149	127	41	6	2	1.87	325
Clubs and/or Course Unions	135	73	37	39	43	2.70	327
answered question							327
skipped question							4

6. Overall, how would you rate each business at the SUB?

Answer Options	Poor	Okay	Good	Great	Excellent	N/A	Rating Average	Response Count
Felicita's	37	54	82	59	20	68	2.88	320
Bean There	25	49	63	32	18	131	2.83	318
SUBtext	16	52	95	51	22	81	3.05	317
Health Food Bar	23	49	54	41	20	128	2.93	315
The Grill	22	50	67	32	11	132	2.78	314
Zap! Copy	12	37	83	64	39	82	3.34	317
Munchie Bar	17	30	66	34	41	128	3.28	316
Cinecenta	12	34	60	48	43	121	3.39	318
answered question								322
skipped question								9

7. In the last year have you visited www.uvss.ca?

Answer Options	Response Percent	Response Count
Yes	52.3%	173
No	47.7%	158
answered question		331
skipped question		0

9. Please indicate how important each of the following are to you.

Answer Options	Not important	Slightly important	Moderately important	Very important	Extremely important	Rating Average	Response Count
Good governance	15	21	59	114	122	3.93	331
Excellent services	8	15	61	149	98	3.95	331
Student focused	10	9	45	142	125	4.10	331
Social justice	75	31	71	68	86	3.18	331
FUN!	40	55	93	80	63	3.21	331
answered question							331
skipped question							0

10. What would motivate you to volunteer with the UVSS?

Answer Options	Response Percent	Response Count
Letter of recommendation	35.4%	101
Working on something that I'm passionate about	70.2%	200
Volunteer appreciation and recognition	22.1%	63
The opportunity to meet new people	33.0%	94
Volunteer experience for my resume	44.9%	128
Free admission	42.1%	120
Opportunities to take on volunteer leadership roles	25.3%	72
Other (please specify)	10.5%	30
answered question		285
skipped question		46

11. How important are the following student issues to you?

Answer Options	Not important	Slightly important	Moderately important	Very important	Extremely important	Rating Average	Total
Post-secondary education affordability	12	19	54	80	140	4.04	305
Sexualized violence	35	44	49	68	109	3.56	305
Public transit	18	20	65	102	100	3.81	305
Mental health	28	21	60	97	99	3.71	305
Affordable housing	36	21	56	93	99	3.65	305
Environmental sustainability	23	24	61	91	106	3.76	305
Indigenous rights	67	47	71	57	63	3.01	305
Youth employment	30	40	70	94	71	3.45	305
Other (please specify)							19
answered question							305
skipped question							26

12. The UVSS is planning to run #RealLife101 seminars hosted by guest speakers. Please rate your interest in the following topics.

Answer Options	Not interested	Slightly interested	Moderately interested	Very interested	Extremely interested	Rating Average	Total
Budgeting	65	57	88	60	27	2.75	297
Taxes	45	50	82	75	41	3.06	293
Tenants' rights	71	45	94	61	28	2.77	299
Stress management	67	58	92	56	24	2.70	297
Personal brand management (ie. LinkedIn)	101	56	78	42	19	2.40	296
Healthy relationships	100	47	78	48	24	2.49	297
Other (please specify)							19
<i>answered question</i>							300
<i>skipped question</i>							31

13. The UVSS is planning to run a ReThink Mental Health campaign. How important are the following issues to you?

Answer Options	Not important	Slightly important	Med. important	Very important	Extremely important	Average	Total
Stress management	33	30	78	87	69	3.43	297
Access to counselling	37	23	60	78	99	3.60	297
Reducing stigma	52	42	64	58	83	3.26	299
Suicide prevention	38	22	67	79	93	3.56	299
Dealing with depression	41	22	71	84	80	3.47	298
Coping with anxiety	34	32	68	77	86	3.50	297
<i>answered question</i>							300
<i>skipped question</i>							31

14. Provincial elections are happening on May 9, 2017. Which of the following UVSS hosted events would you attend?

Answer Options	Response Percent	Response Count
Candidate town halls	29.9%	63
All-candidate general debates	73.0%	154
Meet the candidate opportunities	46.9%	99
Debates focused on specific issues	64.5%	136
Political social events	29.4%	62
Other (please specify)		17
<i>answered question</i>		211
<i>skipped question</i>		120

17. What is the most you are willing to pay for a UVSS event?

Answer Options	Response Percent	Response Count
I am unwilling to pay money for a UVSS event	29.6%	88
\$5 - \$10 (i.e. a show with a band or DJ)	18.2%	54
\$10 - \$15 (i.e. a SUB party with both a band and DJ)	9.1%	27
\$15 - \$20 (i.e. a bigger named artist or keynote speaker)	12.1%	36
\$20 - \$25 (i.e. a high attendance concert with a popular artist)	23.9%	71
Other (please specify)	7.1%	21
<i>answered question</i>		297
<i>skipped question</i>		34

18. Which of the following would you like to see at Movie in the Park during UVSS Campus Kick-Off?

Answer Options	Response Percent	Response Count
Shrek	26.2%	66
Ferris Bueller (30th anniversary)	54.8%	138
Other (please specify)	19.0%	48
<i>answered question</i>		252
<i>skipped question</i>		79

19. Would you prefer to listen to a live band or a DJ?

Answer Options	Response Percent	Response Count
Live band	50.9%	141
DJ	9.7%	27
I like both equally	32.9%	91
Other (please specify)	6.5%	18
<i>answered question</i>		277
<i>skipped question</i>		54

21. Do you feel safe and comfortable at UVSS events?

Answer Options	Response Percent	Response Count
I don't feel safe and comfortable	2.4%	7
I feel slightly safe and comfortable	3.8%	11
I feel moderately safe and comfortable	13.6%	39
I feel very safe and comfortable	29.6%	85
I feel extremely safe and comfortable	18.1%	52
I don't know	32.4%	93
<i>answered question</i>		287
<i>skipped question</i>		44