



Updated 2016- 2019 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. (See 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, the UPASS, and the Food Bank and Free Store.

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: A comparison of how members feel about our values in 2016 vs. 2017

Finance & Operations

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.

Operations of the UVSS include the sustainability of the building, changes in the Business Operations and Support and Administrative Divisions, as well as the many non-revenue generating services that we offer members. These services encompass all parts of student-life; including, the Health and Dental Plan, and the U Pass.

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 oversees the administration of all aspects of the Society's finances and operations.

Issues

1. **Confusion**- Students often do not understand the Society's financial statements. In the 2016 annual survey, only 18% of students agreed that they receive good value for their student fees. This rose to 24% in the 2017 annual survey. 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 the poor financial performance of previous boards, the UVSS currently carries accumulated debt in the General Operating Fund, the Dr. Ewing Memorial Fund, and the Major Capital Fund. The previous board began paying down this debt; however, it continues to pose a very serious threat to cash flow and limit the UVSS' ability to operate in the long run.
5. **Services**- That the services the UVSS offers are the most important role that we play in the lives of students is consistently communicated by students in our annual survey (See Fig. 1 and 2). However, many of our agreements with external organizations that allow us to offer these services are outdated. This contributes to the feeling among students that they are not receiving value for their student fees.

Primary Goal

The principal goal of the Finance and Operations committee is to continue offering important services to students while maintaining fiscal responsibility.

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
- **Stay on budget**

- Provide proper non-profit financial management training
- Track spending at a committee level
- Follow financial policy and update it where applicable
- **Explore changes to the Health and Dental Plan**
 - Create a working group for changes to the Health and Dental Plan
 - Have a November referendum to pass a new Health and Dental Plan
- **Review services offered by the UVSS**
 - Survey students on services offered by the UVSS
 - Create a working group to investigate the current needs of students in regards to the services that we offer

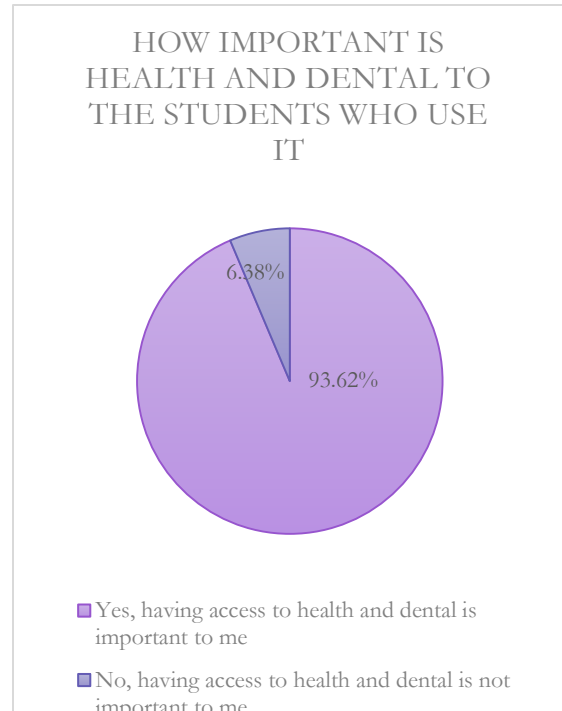


Figure 2: How important the health and dental plan is to the students who use it

SMART objectives

- **Financial information**
 - 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 4.
 - Each semester the UVSS will set up an Info Booth on campus to provide students with information on how their fees are used.
 - In the next annual survey, 35% of students will agree that the UVSS provides good value for their fees, an increase of 11% from the 2017 Annual Survey (see appendix B).
 - In the next annual survey, 65% 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 15% from the 2017 survey.

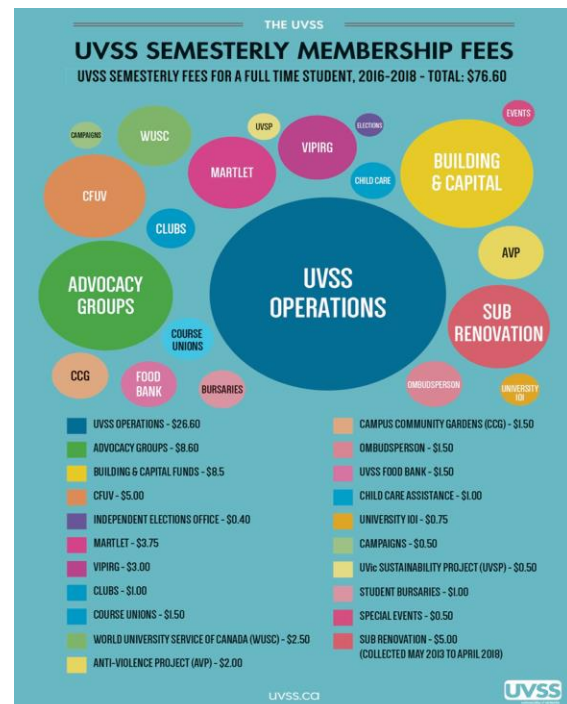


Figure 3: A proportional representation of what students pay in fees

- **Budgeting and Debt management**

- a. By April 2018, Finance and Operations will develop a 5 year financial plan to pay off all debt.
- b. 90% or more UVSS Board of Directors accounts (500 series) will be on budget every fiscal year.
- c. A financial management workshop will take place each board term before November 1st.

Finance & Operations Scorecard

Project lead: Director of Finance & Operations

Category	Short Term (<6 months)	Medium Term (6 months- 1 year)	Long Term (> than 1 year)	Ongoing
Financial Information	-Create “did you know” document on how to read the budget	-80% of student staff understand our finances -35% of students agree UVSS provides good value for fees	- 75% of students will know that all profits support advocacy, services, and events	-Income statements posted on the website at the end of every semester -Infographics and understandable financial information presented to students
Services	-Referendum passed altering the health and dental plan by November 30 th -Replace “Co-op Care Packages” with a Rebate for students	-Conduct a survey on UVSS Services by February 28 th 2017		
New Revenue			- 80% of current advertisers retained year after year	
Debt Management		- 5 year plan to pay down debt updated	- 5 year plan to pay down debt followed	
Budgeting	- Finalized budgets completed by July 31 st - Budget adopted by the Board of Directors by the end of August	- Improved finance policy and budget monitoring system*	- 90% of BOD accounts within 5% of budget for fiscal 17/18	- 75% of each BOD account's lines on or under budget every month
Professional Development		- 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

Background and Areas of Focus

The UVSS advocates for student issues, which include: harm reduction, mental health, affordable post-secondary education, sexualized violence, public transit, student housing, and campus sustainability.

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

1. Affordable Education

- **Textbook Broke** aims for universal adoption of open educational resources by post-secondary institutions as the preferred form of learning resource.
- **Grants NOW** is focussed on getting the provincial government to adopt a needs-based grants program.

2. Mental Health

- **ReThink Mental Health** aims to create and maintain a health and wellness centered campus community.
- **Safe Use** intends to educate and raise awareness surrounding the opioid crisis and provide all members of the campus community with access to information and resources allowing for safe use.

3. Affordable Housing

- **Rent With Rights'** focus is widely accessible, affordable, rights-protected housing for BC students.

4. Public Transit

- **Make Transit Work** is focussed on making the government increase the funding it allocates to public transit.

5. Sexualized Violence

- **Let's Get Consensual** means to shift the campus and community culture from one of systemic violence and rape culture to one of consent and healthy relationships, and one where survivors can share their stories without fear of disbelief and interrogation.

Figure 4: The most important issues to students and our campaigns surrounding them

Issues

1. **Limited resources-** The UVSS runs seven campaigns and does not have the human resources (staff and volunteers) or financial resources to implement them effectively.
2. **Measuring Impact-** We need an effective system of measurement to determine whether our actions have a tangible impact in the world and help us make progress towards our goals (See Fig. 5).
3. **Brand Recognition-** We are constantly introducing new campaign brands for issues that we have worked on for years (See Fig. 6). As a result, many of our campaigns have low awareness among our members. We need to commit to our current brands and put time and resources into developing their visibility, recognition, and social capital.

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 volunteer process**
 - Offer leadership positions with defined duties and expectations
 - Invest in volunteer professional development opportunities
 - Maintain a database of volunteers
 - Write thank you notes to volunteers
- **Consult and Collaborate**
 - Develop consistent policy asks with other Universities
 - Work with advocacy groups to align campaigns with their values
 - Engage with all students

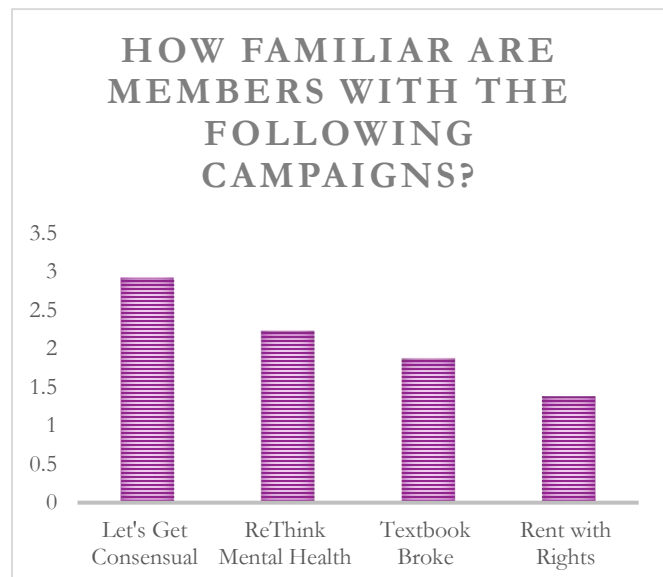


Figure 5: How familiar members are with our most popular campaigns

SMART Objectives

- **Fundraising**
 - Update Corporate Partnership Package by June 30
 - Secure sponsorships for Safe Use and ReThink Mental Health by August 31
- **Campaign Management**
 - All campaign plans complete by June 30
 - Develop a calendar of priorities, tactics, and events for entire board term by June 30
 - Develop a calendar of lobby meetings for entire board term by June 30
 - Adopt a project management software with the ability to task leads and establish due dates
- **Human Resources**
 - Support the Member Outreach and Communications Officer in the implementation of the Volunteer Leadership Program
- **Communications**
 - Continue to track member awareness of campaigns in the bi-annual surveys
 - Track impact on social media using Facebook insights and/or other analytics
 - Develop a proactive media relations strategy with key dates assigned for op-eds, releases, and advisories
 - Track earned media to assess campaign impact

Campaigns Scorecard

Project lead: Director of Campaigns & Community Relations

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	-Update Corporate Partnership Package by June 30	-Secure two sponsorships for campaigns by August 31	- Eight new external partners by April 2018	
Volunteer engagement	-Support the implementations of the Volunteer Leadership Program			- No more than one volunteer leader quits per semester
Communication	-Develop a proactive media strategy	- Annual survey measures approval of each campaign		- Campaigns promoted by tabling twice a month -Continue to track campaign success in surveys
Campaign Management	-All campaign plans complete by June 30 -Develop a calendar of lobby meetings by June 30 -Develop a calendar of events for entire board term by June 30			

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 political roles of the Board of Directors as the entire UVSS. As a result, students are generally pessimistic and unwilling to pay for UVSS events.

Primary Goal

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

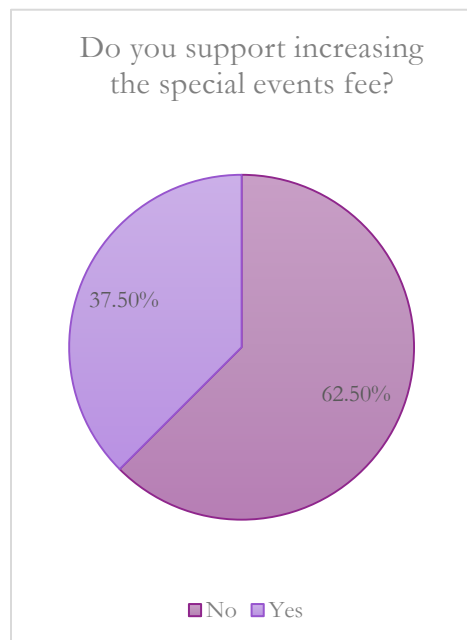


Figure 6: How members feel about increasing the special events fee

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, UVIC Students Affairs, Res Life, and Professional Development Unions
 - 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
 - Promote as much as possible through posters
 - Table in high traffic areas

SMART objectives

- **Event management**
 - 80% of the events each 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

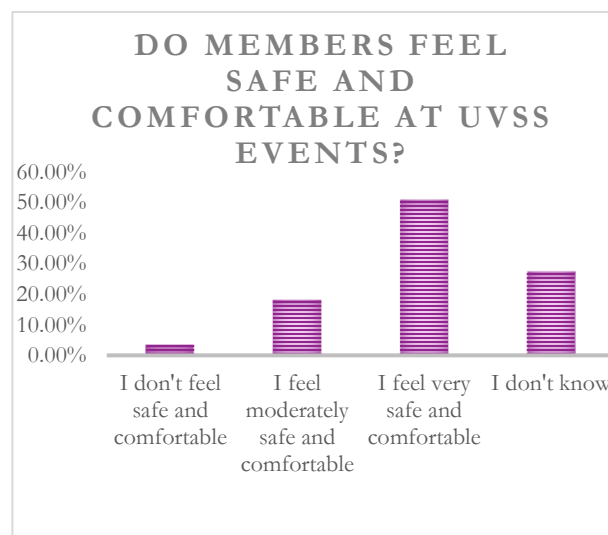


Figure 7: How safe and comfortable members feel at UVSS events

- **Improved reputation**
 - a. 60% or more students in the next annual survey will support an increase to the special events fee. This will be an increase of 22.5% from the 2017 annual survey (See Fig. 7).
 - b. 75% of students will feel very safe or extremely safe at UVSS events in the next annual survey. This is an increase of 24% from the 2017 annual survey (See Fig. 8).
 - c. Ticket sales will be within 5% of their targets for 75% of events in each semester.

Events Scorecard

Project lead: Director of Events

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		- Over 30% of events have financial support externally
Event Diversity	- One UVSS event for every fall sport during the 2016/2017 term	- Three academic or community events by April 30, 2017 - Four SUB Parties by April 30, 2017		- One Felicita's event every month - One UVSS event for every sport every year
Event Reputation		-75% of students feel very/extremely safe next survey (currently 69%)		- Ticket sales within 5% of their target for 75% of events
Promotion	- Have a banner printed with a slogan for Events	- Conduct social media effectiveness analysis		- All event related social media posts are hashtagged

Student Engagement

Background and Areas of Focus

Student engagement is a priority for Member Outreach Committee. However, the primary mechanism that students use to actively engage with the UVSS are Clubs and Course Unions.

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

The Society should ensure that all interactions with students are positive, accessible, and rewarding.

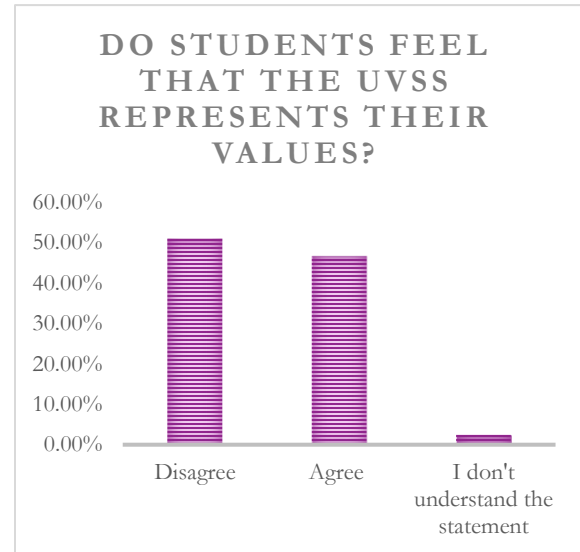


Figure 8: Member' satisfaction with the UVSS' values

Issues

1. **Poor public image-** In the 2017 annual survey, 52% of respondents with an opinion¹ did not feel the UVSS represented their values (See Fig. 9). 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, 68% of respondents with an opinion¹ did not feel that they received good value for their fees (See appendix A). The fact that students feel they are not benefitting from the fees that they pay to the UVSS contributes to its' poor public image.
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 insufficient, which makes it difficult for student leaders to present members with information about all clubs and course unions and their activities.

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

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

- Spotlight the valuable services of the UVSS
- Make board members accessible and relatable
- **Listen to our members**
 - Use survey data to make strategic decisions such as what events we should have on campus (See Fig. 10)
 - Collect feedback on social media
- **Attract and Retain volunteers**
 - Advertise opportunities for leadership and skill development
 - Develop a volunteer leadership program
 - 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



Figure 9: The most popular kind of event that students want to see on campus is one that includes live music

SMART objectives

- **Student engagement**
 - a. Conduct two formal UVSS surveys each fiscal year.
 - b. 150 members enter our handbook activity page draw by September 31st, 2017.
 - c. 7000 handbooks will be distributed each year by January 1st, 2018.
- **Positive outreach**
 - a. On the mid-year survey, maintain a minimum of 45% of all students who feel the UVSS represents their values.
 - b. On the mid-year survey, maintain a minimum of 25% of all students who feel the UVSS is responsive to their needs.
- **Volunteer retention**
 - a. Every semester, the UVSS will have twelve or more volunteers who have volunteered either once per month or three times a semester.
 - b. Recruit 30 or more volunteers by October 2017.
- **Clubs and course unions**
 - a. By September 1st, 2017, the Board of Directors will review existing Clubs and Course Unions policy and flag potential subjects for revision.
 - b. The UVSS will have a list of active clubs posted online in the first month of every semester.
 - c. By September 1st, 2017, the UVSS will develop new Club and Course Union handbooks.
 - d. The UVSS will establish policy mandating management training for executives of clubs, course unions, and professional development unions by January 1st, 2018.

Student Engagement Scorecard

Projects leads: Director of Outreach & University Relations and Director of Student Affairs

Category	Short Term (<6 months)	Medium Term (6 months- 1 year)	Long Term (> than 1 year)	Ongoing
Student Engagement	-150 entries into handbook activity draw by September 31, 2017 - 7000 handbooks distributed by January 1, 2018	- Second UVSS survey by January 30, 2017	-Hold 2 “Like and Share” contests on social media per semester during the 2017-2018 board term	
Positive Outreach		- 35% of students feel the UVSS represents their values next survey - 25% of students feel the UVSS listens to them by next survey		
Volunteer Retention	- Thirty or more volunteers recruited in September 2017 -Establish a volunteer leadership program by September 2017			- Twelve volunteers who volunteer once a month or three times per semester (10/15)
Clubs and Course Unions	- By September 1 st , 2017, the Board of Directors will review existing clubs and course union policy and flag potential subjects for revision - By September 11 th , develop new Clubs and Course Union handbooks	-Establish policy mandating management training for executives of clubs, course unions by January 1 st , 2018		- The UVSS will have a list of active clubs posted online in the first month of every semester

Board Governance

Background and Areas of Focus

The UVSS board is an elected body that falls under the BC Society Act. In BC, a Society is considered to be not-for-profit organization that assembles for any legal aims. All UVIC students who pay student fees are members of the UVSS and eligible to vote in our annual elections.

Additionally, the board is governed by its Constitution and Bylaws, and Board of Directors policy. These are living documents that the Society actively engages with. They may be changed either at biweekly Board of Directors meetings or our General Meetings.

Every year the board holds an Annual General Meeting and a Semi-Annual General Meeting. This is a way for members to play a role in the decision-making of the board. Members also have the ability to play a role in the board's decisions through voting in referenda. In accordance with the BC University Act, the UVSS fees that the university collects on the UVSS' behalf are determined through referenda.

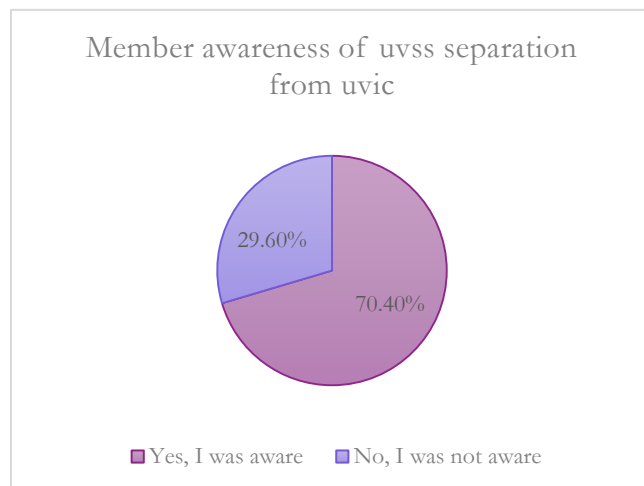


Figure 10: Member awareness of UVSS separation from UVic

Issues

1. **Policy and Procedures-** Our members are often unaware of the many policies and procedures that dictate the decisions of the board. Both holes in policy that need to be filled and redundancies add to the inaccessibility of policy for our membership.
2. **Transparency-** According to the 2017 Annual Survey, 30% of students are unaware that the UVSS is completely separate from the University of Victoria (See Fig. 11). Many of our members are unaware of who we are and what we do. This lack of transparency discourages members to become involved and engaged with the UVSS.
3. **Participation in Annual General Meetings-** According to our Constitution and Bylaws, Annual General Meetings are the second highest authority within the Students' Society. Each member of the Society is entitled to a vote at the Annual General Meeting held in the fall, as well as the Semi-Annual General Meeting held in the spring. However, general meetings have historically been unable to meet quorum. This makes progress for the Society harder to accomplish.

4. **Participation in Referenda-** Referenda are the highest authority within the Students' Society. Important decisions that affect the entire membership, such as the fee structure of the UVSS, are determined through referenda. Despite the importance of referenda, the UVSS has had difficulty meeting quorum in previous referenda. This contributes to the current financial struggles of the Society.

Primary Goal

The primary goal of the board is provide transparent governance that members want to actively participate in.

Strategies and Tactics

- **Increase the relevance of policy**
 - Eliminate policy that is either redundant or not regularly followed
 - Include how policy is being interpreted by the board in the minutes of board meetings
 - Fill in holes in current policy
 - Create a “Policy Cliff’s Notes” that is available for the membership
- **Spread awareness of how the UVSS works**
 - Create “How it Works” documents that explains the processes of the UVSS
 - Review the Terms of Reference of committees and consider opportunities to streamline committees
 - Make committees more appealing to the membership
- **Increase opportunities to engage with the UVSS**
 - Create a Blog that allows members to keep up with the UVSS
 - Remain accessible through our social media accounts and holding office hours

SMART objectives

- **Increased democratic participation**
 - a. Quorum will be met in a fall referendum.
 - b. The UVSS will meet quorum in both the Annual General Meeting and the Semi-Annual General meeting.
- **Member awareness**
 - a. In the next Annual Survey 85% of students will know that the UVSS is separate from the University of Victoria. This will be an increase of 15% from 2017.
 - b. By September 2017, the UVSS will have reviewed the Terms of Reference for every committee and explored options to streamline committees.
- **Understandable policy**
 - a. By February 2018, the UVSS will have created a “Cliff’s Notes” guide to board policy that is accessible for the membership.
 - b. By April 2018, the UVSS will have done a complete review of board policy.

Board Governance Scorecard

Project lead: All directors

Category	Short Term (<6 months)	Medium Term (6 months- 1 year)	Long Term (> than 1 year)	Ongoing
Democratic Participation	-The UVSS will meet quorum in the AGM	-Quorum will be met in a fall referendum -The UVSS will meet quorum in the SAGM		
Member Awareness	-By September 2017, the UVSS will have reviewed the Terms of Reference for every committee and explored options to streamline committees	-In the next Annual Survey, 85% of students will know that the UVSS is separate from the University of Victoria		
Transparency	-By September 2017, the Board will have set up a blog to update the membership on what we are doing	-The board will post on the blog at least once per month		-All agendas will be sent to committees 24 hours before meetings -Board meeting minutes will be posted in a timely manner
Policy and Procedures		-The Board will have created a “Cliff’s Notes” guide to policy by February 2018		-Every calendar year, the Board will do a complete review of policy

SUB Business Development & Marketing

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 (See Fig. 12).

Each business has established their own primary issues, goals, metrics, and strategies where they need support from the board. They are as follows:

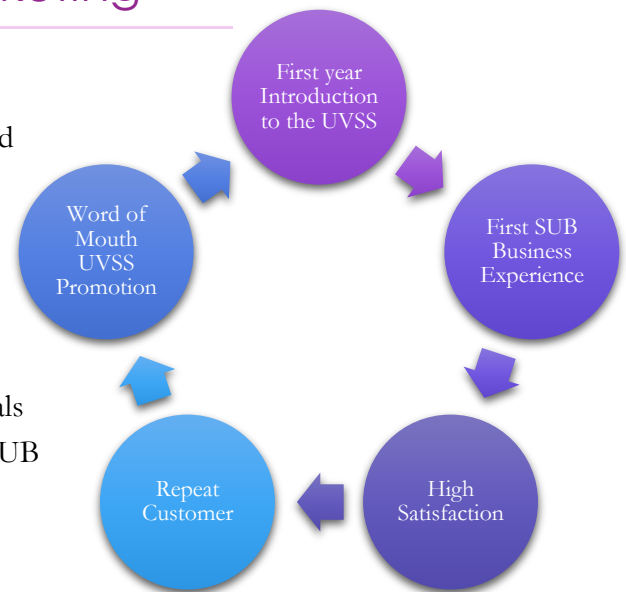


Figure 11: A representation of the ideal student interaction with SUB businesses

Cinecenta:

Issue: People (students) aren't coming

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 (tabling around campus)
- Advertise Cinecenta at movie in the park and other events

Food Services (HFB, Grill, Bean There):

Issue: Profitability

Goal: Improve the financial performance without sacrificing quality or accessibility

Metric: Increase Revenue and improve Net income

Board Strategies:

- Use primary market research for product review and development (Complete Grill and Bean There before April 2018)
- Assist in marketing and advertising of all operations (tabling outside of SUB)
- Develop more comprehensive business plans for each business

Felicitá's:

Issue: Atmosphere

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

Metric: Customer feedback (exit survey)

Board Strategies:

- Use primary market research for product review and development
- Encourage clubs and Course unions to book events at Felicita's
- Promote Felicita's through the Board of Directors activities, SWAG and other businesses
- Support existing Felicita's events and the creation of new ones

SUBtext:

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
- Use primary market research for product review and development
- Provide students with better information about the textbook process
- Work closely with campaigns (Text Book Broke)
- Create tools to compare costs of purchasing and selling at SUBtext versus buyback and online
- Support the transition to a retail focus

ZAP Copy:

Issue: *Aging equipment and lack of service awareness*

Goal: Improve Equipment and Inform students

Metric: Volume of sales

Board Strategies:

- Support the purchase of some new copiers and integrated software for ZAP self serve
- Use primary market research for product review and development
- Assist in creating a target marketing campaign to writing intensive fields
- Bring awareness to the cheapest printing on campus
- Consult ZAP! so the board prints the appropriate quantity of items
- Encourage the development of a web ordering system
- 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:

Issue: *Difficult to attract new clients*

Goal: Improve targeted marketing

Metric: Increased volume of sales

Board Strategies:

- Use primary market research for product review and development
- Promote Catering and Conferences "inside the ring"
- Use strategic partners and promote catering and conferences to business
- Use Catering and Conferences for planned board conferences and events.

Munchie Bar:

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

- Use primary market research for product review and development
- Support increased capacity for excellent service
- Promote the success and positive experience of Munchie Bar

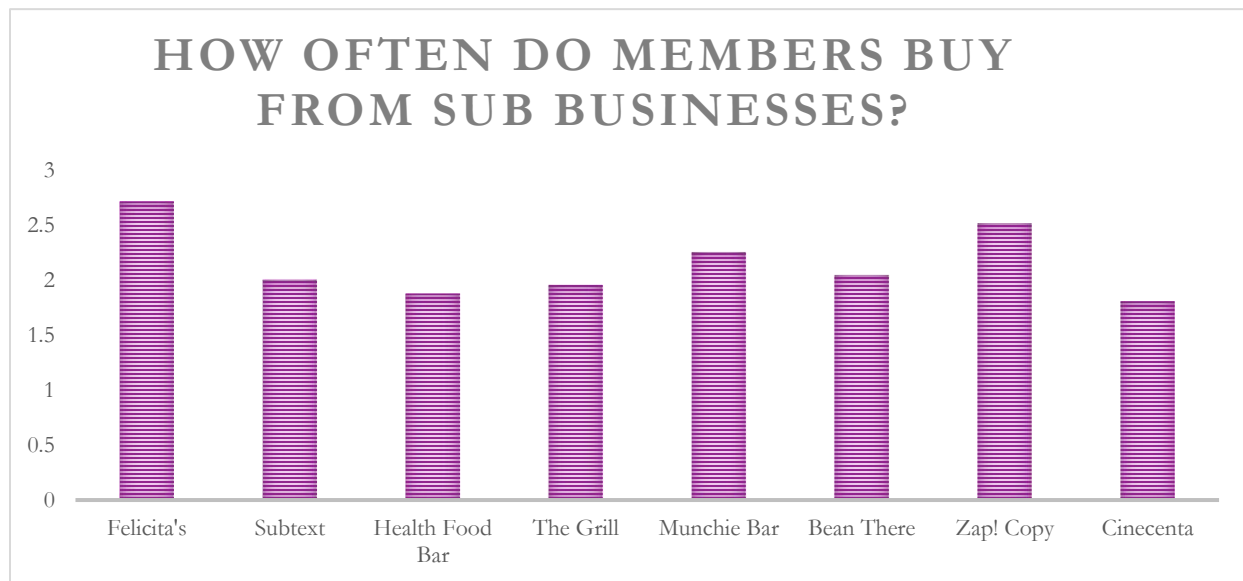


Figure 12: How often members buy from businesses in the SUB

Issues

1. **Product review and development-** Through Finance and Operations Committee the Board of Directors has a responsibility to provide input and suggestions on products offered in the SUB. A product review and development process has been established in Board of Directors policy. However, it has not been utilized by previous boards to explore options for future products.
2. **Marketing and Communications-** Historically, the Society has not paid adequate attention or resources to marketing. Under recommendation from the “Twenty-Ten Group,” the 2011-2012 Board of Directors established the Marketing Planning & Advisory Group (MPAG) to oversee the marketing and communications of the UVSS. However, it was unsuccessful in connecting the work of the Board of Directors and the businesses. The 2016-2017 Board revised the terms of reference for MPAG and created the SUB Business Marketing Committee to remedy this.
3. **Getting people into the building-** The politicization of the parent UVSS brand has had a spillover effect on our subsidiary business unit brands. This is because students are deterred from engaging with the building itself (See Fig. 13), which has restrained the SUB from becoming a “hub” for student life.

4. **Brand underperformance-** The UVSS business brands are underutilized and do not always engage customers. Their identity, niche/differentiation, and mission aren't clear.
5. **Knowledge Infrastructure-** Twenty-Ten Group identified a UVSS weakness as "limited organizational focus and staff expertise on brand and marketing strategy." This is something that we must continue to address.

Primary Goal

The primary goal of the Society is to create a cohesive relationship between the Board and the business units that allows their work to complement one another throughout the year.

SUB Business Development & Marketing Scorecard

Project lead: All lead directors

Category	Short Term (<6 months)	Medium Term (6 months- 1 year)	Long Term (>1 year)	Ongoing
Cinecenta	-Advertise Cinecenta at Movie in the Park (Dir. Of Events)	-Hold at least one event at Cinecenta during the 2017-2018 board term (Dir. Of Events)		
Food Services (HFB, the Grill, Bean There)		-Assist in developing a more complete business plan for each business (Dir. Of Finance and Operations)	-Complete market research for each business by April 2018 (Dir. Of Finance and Operations)	
Felicita's	-Encourage Clubs and Course Unions to book events at Felicita's (Dir. Of Student Affairs)		-Promote Felicita's in at least one board "Like and Share" contest (Dir. Of Outreach)	
SUB Text	-Spread awareness of consignment services while tabling for Textbook Broke (Dir. Of Outreach)	-Create infographics on how students can get the best value from consigning (Dir. Of Finance and Operations)		
ZAP Copy	-Support ZAP in updating their technology (Dir. Of Finance and Operations)			-Use the "printed at ZAP" logo on board materials (ALL)
Catering and Conferences				-Use Catering and Conferences for planned board conferences and events (ALL)
Munchie Bar	-Support Munchie Bar in acquiring a new blender to expand their menu	-Promote the discount offered to patrons at Munchie Bar for using their own mug		-Maintain the quality of service and products through offering staff training opportunities
All businesses	-Explore the creation of a SUB	-An internal brand audit will be	-Nine Professional Development	-80% of events per semester will be

	brand separate from the UVSS parent brand by September 2017 (ALL)	completed per business by April 30, 2018 -Support three cross-promotions between SUB businesses by April 30, 2018	workshops for board members and department managers by April 30, 2019 (3 completed) (ALL) -Two marketing research tactics conducted per business unit by April 30, 2019 (ALL)	held in the SUB (Dir. Of Events) -One tabling opportunity per semester to tell students why they should buy SUB (Dir. Of Finance and Operations/Dir. Of Outreach)
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Human Resources

Background and Areas of Focus

The University of Victoria Students' Society is an organization which provides undergraduate University of Victoria students with services and advocacy. The Society 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 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 an ongoing problem at the UVSS. Following each semester and especially at the end of the school year we lose potential long term staff who do not return. While this may simply be the nature of employing students, strategies should be put in place to retain students and grow their skills.
2. **Lack of a 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 provide learning opportunities and growth.
3. **Engagement-** Staff of the UVSS are not 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. **Lack of defined policy/procedures/systems-** This is one of our biggest strategic issues and the three points above will be hugely mitigated through the implementation of policy

and an electronic HR system. While these are things we are currently working on and close to achieving, it's important to recognize their strategic impact.

Primary Goal

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

Strategies and Tactics

- **Internal communications**
 - Develop an internal communications plan to improve engagement and empowerment
 - Host open houses so that all staff are invited to attend and provide feedback on the 2016-2019 Strategic Plan
 - Post a draft of the Strategic Plan on UVSS social media pages and invite member feedback
 - Promote the professional development benefits available to all staff each year
 - Conduct more comprehensive orientations from all staff so everyone is aware of not only the benefits they are entitled to but also the mission, vision, and values of the Society
 - Use message boards and social media accounts to communicate better with staff
 - Arrange more opportunities for staff to engage and provide input
 - Integrate an interactive and comprehensive online HR system to better communicate with, inform, and orient staff
- **Professional development**
 - Establish an improved and more consistent training practice
 - Schedule training/orientation sessions for new staff at peak hiring times (ex. September and January)
 - Make professional development funds more available through the orientation process by ensuring staff are aware of the resources they are entitled to.
 - Grant full access to an orientation module on the electronic HR system and be able to access relevant policy regarding the UVSS in general as well as their benefits as staff
 - Hold one management level training workshop for department managers per semester
- **Systems and procedures**
 - Hold an HR Policy Consultation Committee that will meet weekly from July – September, 2017 involving all stakeholders (ex. Union, advocacy groups, affiliate groups, excluded management, board).
 - Adopt a comprehensive online HR system.

SMART objectives

- **Adopt policy around human resources**
 - Adopt HR Policy by January 15, 2018
- **Move to an online human resources system**
 - Adopt the online human resources system by October 1, 2017
 - Grant full access to staff to an orientation module on the electronic HR system by January 1, 2018
- **Provide training to all staff**
 - Three management training workshops for department managers by April 30, 2018
 - Two training/orientation sessions for new staff in September 2017 and January 2018

Human Resources Scorecard

Project lead: Executive Director

Category	Short Term (<6 months)	Medium Term (6 months- 1 year)	Long Term (> than 1 year)	Ongoing
Professional Development		-Include student staff in in-house training opportunities by increasing communication when these opportunities arise in advance	-Implement regular training opportunity schedule with topics planned in advance annually. Make this schedule available to all staff through the HR platform by April 15, 2018	- Make staff more aware of professional development fund -Continue semesterly staff orientation sessions
HR policy	- HR Policy Consultation Committee struck and meets weekly July – September, 2017 -Draft policy is presented to Policy Development Committee by October 1, 2017	- HR policy finalized by January 15, 2018		
Job Postings	-Have promotion centered specifically on UVSS jobs/departments at UVIC tabling events (e.g. Presidents Day BBQ, Destination UVIC)			
Electronic HR system		-All staff are trained, oriented and comfortable using new ADP HR platform by January 1, 2018	-UVSS is no longer using hardcopy personnel files by May 1, 2018	

Major Strategic Priorities

I. Increasing Financial Strain

Currently, UVSS fees do not increase with inflation despite the rising costs of the many services that we offer students. To increase fees students must vote in a referendum to support an increase in fees. Historically, this has led to the UVSS asking students to “save the UVSS” in referenda. During the 2016-2017 board term students were asked to tie annual adjustment in fees to Canada’s inflation target of 2%. However, this referendum failed to meet quorum. A strategic priority for the UVSS is to increase the money available in our general operating fund. This will ensure that we are able to continue to offer students the same level of services for generations to come.

II. Negative Public Image

The politically charged image of the UVSS has led to a lack of student engagement with our services and businesses. According to the 2017 annual survey students feel that the UVSS’ image is too “harsh.” This isolates many students and contributes to the feeling that we are not working for students. This leads to voter apathy in elections and referenda, a lack of student attendance at Annual General Meetings, and a feeling amongst students that they are not receiving good value for their fees. The UVSS will work to soften our image so that more students feel that we are an ally and wish to become involved.

“The UVSS has some major image issues, and needs to work on those before any real change can occur.”
UVSS 2017 Annual Survey

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. For instance, 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: Survey Data

Figure 1: A comparison of how students feel about our values in 2016 vs. 2017

2016: Please indicate how important each of the following are to you. Answered: 337 Skipped: 0						
Value	Not Important	Slightly Important	Moderately Important	Very Important	Extremely Important	Weighted average
Good Governance	7.75%	6.23%	17.80%	35.01%	36.20%	3.92
Excellent services	2.67%	4.45%	18.40%	44.81%	29.67%	3.94
Student focused	3.26%	2.67%	13.65%	43.03%	37.39%	4.09
Social Justice	22.85%	9.20%	21.07%	21.36	25.52%	3.18
Fun	12.17%	16.32%	28.19%	24.04%	19.29%	3.22

2017: These are the values of the UVSS. Please indicate how important each of the following are to you. Answered: 476 Skipped: 0						
Value	Not Important	Slightly Important	Moderately Important	Very Important	Extremely Important	Weighted average
Good Governance	3.57%	5.88%	22.69%	36.34%	31.51%	3.81
Excellence	7.35%	10.92%	32.14%	34.66%	14.92%	3.41
Services	3.99%	3.57%	18.49%	38.66%	35.29%	3.92
Social Justice	15.34%	14.71%	18.91%	29.20%	21.85%	3.27
Fun	11.13%	15.34%	31.30%	25.21%	17.02%	3.32

Figure 2: How the health and dental plan affects the students who use it

2017: Is access to health and dental insurance through the UVSS important to you? Answered: 141 Skipped: 335		
	Percentage	Respondents
Yes	93.62%	132
No	6.38%	9

Figure 4: The 2017 Annual Survey's top student issues and our campaigns surrounding them

How important are the following student issues to you?						
Answered: 421 Skipped: 55						
	Not important	Slightly important	Moderately important	Very important	Extremely important	Weighted average
Affordable education	4.28%	3.80%	11.64%	27.32%	52.97%	4.22
Sexualized violence	8.33%	10.95%	17.38%	28.10%	35.24%	3.76
Public transit	6.41%	9.26%	21.14%	31.35%	31.83%	3.72
Mental health	2.86%	6.21%	16.23%	30.55%	44.15%	4.07
Affordable housing	7.60%	6.18%	14.73%	28.98%	42.52%	3.97
Harm reduction	8.08%	17.81	27.55%	26.60%	19.95%	3.31
Youth employment	8.57%	8.10%	29.05%	28.57%	25.71%	3.61
Campus sustainability	6.92%	12.17%	24.34%	25.78%	30.79%	3.62

Figure 5: How familiar members are with our most popular campaigns

How familiar are you with the following campaigns?						
Answered: 424 Skipped: 52						
	Not familiar	Slightly familiar	Moderately familiar	Very familiar	Extremely familiar	Weighted average
Let's Get Consensual	17.45%	17.22%	31.84%	23.11%	10.38%	3.10
ReThink Mental Health	32.46%	28.91%	25.59%	8.77%	4.27%	2.26
Textbook Broke	55.32%	18.68%	14.18%	7.33%	4.49%	1.94
Rent With Rights	77.25%	12.09%	7.11%	2.13%	1.42%	1.37

Figure 6: How members feel about increasing the special events fee

Do you support increasing the special events fee? If so, by how much? Answered: 408 Skipped: 68	
No, I do not support increasing the special events fee	3.61%
\$0.50 per student so the budget is increased by \$19, 000	18.27%
\$0.75 per student so the budget is increased by \$23, 500	50.72%
\$1.00 per student so the budget is increased by \$38, 000	27.40%

Figure 7: How safe and comfortable members feel at UVSS events

Do you feel safe and comfortable at UVSS events? Answered: 416 Skipped: 60	
I don't feel safe and comfortable	3.61%
I feel moderately safe and comfortable	18.27%
I feel very safe and comfortable	50.72%
I don't know	27.40%

Figure 8: Members' satisfaction with the UVSS values

How much do you agree with the following statements? Answered: 272 Skipped: 0			
	Agree	Disagree	I don't understand the statement
The UVSS represents my values	51.28%	46.79%	1.92%
The UVSS provides important services	25.37%	73.13%	1.49%
The UVSS provides good value for my UVSS fees	67.91%	31.55%	0.53%
The UVSS is responsive to my needs	61.54%	36.15%	2.31%

Figure 10: Member awareness of UVSS separation from Uvic

Answered: 270		Skipped: 2	
Yes, I was aware		70.74%	
No, I was not aware		29.26%	

Figure 12: How often members buy from businesses in the SUB

Answered: 270		Skipped: 2				
	Never	Rarely (every 1-2 months)	Occasionally (1-3 times per month)	Often (4-6 times per month)	Frequently (2-3 times per week)	Weighted average
Felicita's	26.12%	34.70%	23.51%	11.19%	4.48%	2.72
Subtext	32.84%	51.87%	12.31%	2.61%	0.37%	2.01
Health Food Bar	54.28%	28.25%	11.90%	3.35%	2.23%	1.88
The Grill	56.51%	23.79%	8.18%	9.67%	1.86%	1.96
Munchie Bar	46.10%	28.62%	9.29%	10.41%	5.58%	2.26
Bean There	51.31%	27.34%	11.61%	5.62%	4.12%	2.05
Zap! Copy	35.32%	31.97%	15.61%	12.27%	4.83%	2.52
Cinecenta	47.58%	39.41%	10.04%	2.97%	0.00%	1.81