



**university of victoria**  
**students' society**

## 2019-2020 Strategic Plan

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# Executive Summary

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## Vision

Our strategic vision provides long-term direction, defines organizational activities and development, establishes the capabilities our society plans to develop, and infuses our organization with a sense of purpose. The UVSS vision unifies everyone:

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

## Mission

A mission statement is a declaration of purpose. It highlights why we exist and how we aim to meet the needs of our members:

*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.*

## Values

Our strategic foundation is comprised of enduring, passionate, and distinctive core beliefs – our values. They guide our conduct, activities, and goals. They establish why we do what we do and what we stand for: organizational leadership, advocacy, and total member satisfaction. The values of the UVSS are:

### Good Governance

We take our responsibility to ensure the long-term stability and health of our 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 this 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.

# Statement on the Planning Process

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UVSS Board of Directors Policy requires the development or renewal of a strategic plan on an annual basis. Since 2016, the UVSS Board has developed three strategic plans covering multi-year periods. This year, the Board of Directors made the decision to develop a strategic plan for the 2019-2020 Board term. The Board conducted two-months of consultation, including an environmental scan with student staff, permanent staff, and directors.

Here are some highlights:

- **A “world cafe” style consultation with staff on June 6<sup>th</sup> in the Student Union Building.** At the event, multiple feedback forms were distributed to staff members, who provided answers to questions directly related to each section of the strategic plan. This was coupled with an online survey that was distributed for all staff who couldn’t attend in person.
- **An off-campus Board retreat on June 7<sup>th</sup>.** The purpose was to get specific feedback from as many UVSS Directors as possible. The day consisted of multiple breakout sessions that determined the major strategic priorities of the 2019-2020 Board term. From there, the group determined that there would be eight sections to the plan, each organized by a specific Director or staff person.
- **Over the course of the next two weeks, the Executive Director met individually with each section lead to break down their annual goals.** This culminated with a meeting on June 23<sup>rd</sup> chaired by the Director of Finance and Operations to determine the format, length, and visual presentation of the plan. The conclusion of the session was that specific dates and deadlines should be implemented wherever possible.
- **During the writing process, each writer consulted relevant stakeholders, such as Department Managers, Directors at Large, constituency organizations and staff.** The final submissions were made to the Director of Finance and Operations and the Research & Communications Manager on July 15<sup>th</sup> for editing.

## Key Takeaways from the Planning Process:

- **UVSS staff members should be better consulted.** 2019 was the first year an online survey was disseminated to employees. The Board recommends that this continues, as it provides more opportunities for staff to participate.
- **The Strategic Plan should focus on digestible content.** In past years, a scorecard has been used to visually display in a coherent way what goals will be reached at what specific point in time. Although it was not used in the previous strategic plan, this year, the Board decided to bring it back, as it increases accountability.
- **More focus should be put on follow-through and accountability.** Board of Directors Policy dictates that regular check ins should occur throughout each Board term; however, this policy has historically been unenforced. This contributes to a lack of clarity for future Boards on what works and what does not, and impairs communicating on the progress of goals to members. This year, the Board has reviewed policy and has put extra emphasis on timelines.
- **Strategic Plan sections should refer to the Director or staff person responsible for that portfolio.** For example, the section titled “Student Engagement” was renamed “Student Affairs” and is drafted by the Director of Student Affairs; the section on “Board Governance

and Elections” was renamed “Student Outreach and Engagement” and is drafted by the Director of Outreach and University Relations.

## 2019-2020 Strategic Plan Reporting Timeline

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**November:** By the final department managers meeting of November, each Lead Director will provide a report on the status of the strategic plan and each business unit manager will report on the status of their unit goals.

**December 2:** Each Lead Director, in consultation with their portfolio DaLs, will report on the status of their strategic plan section to the Board of Directors. The style of the report will be vary depending on the needs of the specific portfolio, but written reports are encouraged.

**April 6:** Each Lead Director provides a report on the strategic plan at the UVSS Board of Directors meeting. This report shall be made available online on the UVSS website no later than April 15.

**April 30:** At the last department managers meeting of the month, each Lead Director will provide a detailed verbal and printed report on the status of strategic plan implementation and UVSS finances.

**April 30:** Each business unit manager reports on the status of their business unit goals at the first Finance and Operations Committee of the month.

**April 30:** By the end of the month, the outgoing Board of Directors will provide an Environmental Scan (SWOT) to the incoming 2020-2021 Board.

# Major Strategic Priorities

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Students at the University of Victoria (UVic) will face a multitude of challenges over the upcoming school year. Tuition is unaffordable, with the average Canadian student graduating with \$35,000 of debt (Hernandez, 2017). Meanwhile, the UVic Board of Governors recently voted to increase the cost of tuition for all incoming international students (Basu, 2018).

Issues of affordability are coupled with issues of sustainability as the Canadian government recently declared a climate emergency (CBC, 2019). The average undergraduate is in their early twenties; therefore, many of our students will bear the full impacts of the climate crisis.

The UVSS's mandate is to organize on a democratic and cooperative basis to advance all interests of the student community (UVSS, 2019). Over the next year, the goal of the Board of Directors is to support everyone who will be facing these challenges through a variety of tactics, most notably through campaigns and advocacy.

Throughout the year, particularly in conjunction with the upcoming federal election in October 2019, the UVSS will use its platforms to speak up on the significant issues that impact life as an undergraduate student.

Although there are many goals for the upcoming year, the UVSS Board has identified the following areas of focus:

## 1. Sustainability

The UVSS will promote sustainability in everything we do. As an institution, we have a responsibility to look after our own needs, as well as the needs of future generations. Wherever possible, we seek to minimize our ecological footprint, preserve all forms of life, and promote renewable forms of energy. By achieving a sustainable students' society, the UVSS will inspire our members and the University to become more environmentally conscious.

Our goals for this year are broad in scale, ranging from large projects such as lobbying the University to remove the \$30+ million that is invested in the fossil fuel industry (Dodd, 2019) to smaller-scale initiatives like phasing out plastic cups in the SUB by providing a new mug bank in the Board of Directors and Communications offices.

## 2. Decolonization

The UVSS acknowledges that we live, work, and learn on the unceded and unsundered territories of the Lekwungen and WSÁNEĆ peoples. Acknowledgements must be accompanied by action in order to create genuine commitment to growing, learning, and reconciliation. The UVSS commits to challenging our society's colonial foundations and implementing systems of decolonialism and reconciliation.

### 3. Campaigns and Advocacy

The UVSS is a not-for-profit society fighting for a system of post-secondary education that is accessible to all, high quality, and recognizes the legitimacy of student representation. Historically, one of the most effective tactics to achieve this vision has been UVSS campaigns. Two notable campaigns successes within the last five years have been on the topics of transit and sexualized violence.

On February 25, 2019 the Victoria Regional Transit Commission (VRTC) approved a summer bus pass for undergraduate students. In 2016 the BC government worked with the UVSS to develop sexualized violence policies for every post-secondary institution in BC, including UVic (Berman, 2016).

Both of these accomplishments are directly tied to UVSS campaigns, and going forward, it is the priority of UVSS Board to push forward with similar lobbying approaches.



# Business Development and Marketing

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## Background & 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.

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

## Catering and Conferences

**Opportunity:** *Attract new clients*

**Goal:** Improve targeted marketing to on campus groups

**Metric:** Increased volume of sales

### **Board Strategies:**

1. Promote Catering and Conferences "inside the ring" through networking in their own Faculties
2. Use Catering and Conferences for planned board conferences and events.
3. Communicate with Clubs and Course Unions at larger events about using Catering and Conferences at all clubs/course union events. Catering and Conferences could make a presentation to the clubs/course unions
4. Work with Catering and Conferences to attract new Victoria area high schools to do their dry grads at the SUB

## Cinecenta

**Opportunity:** *Increase the number of students coming*

**Goal:** Get "Butts in seats" (attendance)

**Metric:** Ticket sales during specific screenings

### **Board Strategies:**

1. Foster and increase support and partnership with students in residence
2. Assist in promoting and advertising Cinecenta (table around campus)
3. Advertise Cinecenta at movie in the park and other events

## Felicita's

**Opportunity:** *More inclusive events*

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

**Metric:** Increased sales and guests during evenings in particular Raise the Bar/Club events

**Board Strategies:**

1. Encourage clubs, Course unions and student groups to host events at Felicita's
2. Promote Felicita's through the BOD activities and tabling outside of SUB around campus
3. Support existing Felicita's events and the creation of new ones

## Food Services (HFB, Grill, Bean There)

**Opportunity:** *Profitability*

**Goal:** Improve the financial performance without sacrificing quality or accessibility

**Metric:** Increase revenue and improve net income

**Board Strategies:**

1. Help promote new extended hours of Grill
2. Assist in marketing and advertising of all operations (tabling outside of SUB around campus)
3. Assist in the development of more comprehensive business plans for each business
4. Assist in ways of reducing waste

## Munchie Bar

**Opportunity:** *Taking advantage of attracting and retaining customers during transition of Finnerty to Starbucks*

**Goal:** Increase efficiency of preparing high quality drinks during peak periods

**Metric:** Reduced wait times and increased sales

**Board Strategies**

1. Support future capital improvements to maximize efficiency
2. Promote the success and positive experience of Munchie Bar through social media and tabling outside the SUB.

## SUBtext

**Opportunity:** *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:**

1. Support investigating options for the purchase of a new POS system
2. Use primary market research for product review and development
3. Provide students with better information about the textbook process including getting them to return to resell as soon as they are done with their book(s)
4. Support the transition to a greater retail focus

## Zap Copy

**Opportunity:** *Aging equipment and lack of service awareness*

**Goal:** Improve equipment and inform students

**Metric:** Volume of sales

**Board Strategies:**

1. Approve funding requests for equipment purchases
2. Use surveys to see what print-related services, products, or resources students and the local community might be interested in
3. Bring awareness to Zap through social media posts, contests, and regular mentions during outreach
4. Reduce waste associated with printing by transitioning to a digital order management system

Scorecard – Business Development and Marketing

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 2019-2020 board term (Dir. Of Events)	Investigate options to provide Cinecenta with new curtain and screen.	
Munchie Bar	-Promote the discount offered to patrons at Munchie Bar for using their own mug	- Support the purchase of additional equipment to increase efficiency		-Maintain the quality of service and products through offering staff training opportunities
Food Services (HFB, the Grill, Bean There)	- Fine-tune menus before Sep. based on new CDPs' experiences.  -Plan for extended hours in Grill.	-Assist in developing a more complete business plan for each business (Dir. Of Finance and Operations)	-Provide nutritional information for menus and recipes	-Research and implement sustainability strategies

Felicita's	-Encourage Clubs, Course Unions and student groups to host events at Felicita's (Dir. Of Student Affairs/Events)	- Look at creative ways to improve student attendance during the evenings.	-Promote Felicita's in at least one board "Like and Share" contest (Dir. Of Outreach)	-Research and implement sustainability strategies
SUB Text	-Spread awareness of consignment services while tabling (Dir. Of Outreach)	-Create infographics on how students can get the best value from consigning (Dir. Of Finance and Operations)		-Continue when possible to push the university and publishers to unbundle online components
ZAP Copy	-Support ZAP in updating their technology (Dir. Of Finance and Operations)	-Spread awareness of new copiers and system as well as value		-Use the "printed at ZAP" logo on Board materials where appropriate
Catering and Conferences	-Encourage faculties/Course Unions, etc. to have their catered events in the SUB			-Use Catering and Conferences for planned Board conferences and events
All businesses	-Continue to promote the SUB brand separate from the UVSS parent brand when appropriate (ALL)	-Support three cross-promotions between SUB businesses by April 30, 2020	-Provide at least two Professional Development workshops for board members and department managers by April 30, 2020 (ALL)	-80% of events per semester will be held in the SUB (Dir. of Events)  -One tabling opportunity per semester to tell students why they should buy SUB (Finance and Operations/Dir. of Outreach)

# Campaigns

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## Background and Areas of Focus

Campaigns are a crucial part of the UVSS's mission to provide high-quality advocacy on student issues.

This year's portfolio will prioritize five select campaigns:

1. Sustainability
2. Preventing sexualized violence
3. Increasing mental health resources
4. Affordable education
5. Increasing student voter turnout in the 2019 federal election.

## Main Challenges

### **1. Representing student diversity**

- a) It's difficult for one portfolio to represent the multitude of student issues, which encompass everything from consent culture, to needs-based grants, to the climate crisis and UVic's complicity in the destructive fossil fuel industry (represented by the Divest campaign).

### **2. Lack of member engagement**

- a) Creating social change and lobbying both require collective action to fully achieve their aims. The Campaigns portfolio has experienced a lack of member engagement in recent years.
- b) In the 2018 Annual Survey, 1.3% of respondents said they prefer to interact with UVSS Campaigns by participating in campaign planning.
- c) In order to achieve the mass student mobilization that we're planning for, we need a team of dedicated and passionate volunteers who feel ownership over the campaigns they're volunteering for.

### **3. Physical distance from key partners**

- a) In order to effectively lobby the provincial government, we need the collective power of several student societies and alliances. Being unable to meet in-person with other student groups on the Lower Mainland impairs creating and maintaining relationships with these key contacts.

## Major Goal

Increase member engagement by having multiple avenues through which students can get involved within their personal capacities. By running exciting campaigns and providing a variety of opportunities to get involved in creating meaningful change, the 2019-2020 Campaigns portfolio will mobilize a large-scale student movement and achieve its goals through collective action.

## Strategies and Tactics

### **1. Provide multiple, low barrier avenues for members to get involved**

- a. Regular, specified working groups
  - i. Hold regularly scheduled working groups that are focused specifically on a particular campaign or an aspect of that campaign.
  - ii. The working groups can facilitate brainstorming, consultation, planning sub-campaigns or specific aspects of a campaign, collaboration between groups or campaigns, and issues that come up throughout the year that require the portfolio's resources and advocacy.
  - iii. These groups will allow members with particular areas of interest or expertise to attend a corresponding working group and won't become disengaged due to the formal processes, required commitment and the breadth of topics discussed in other committees.
  - iv. The Chair of the working group will report back to Campaigns Committee with updates and for approval of decisions.
- b. Volunteer training - advocacy and activism workshops
  - i. In collaboration with the Events Portfolio, monthly workshops will equip members with skills and knowledge that will prepare them for activism and advocacy both on campus and in the community. Workshop topics include: allyship, consent, anti-oppressive organizing, and civil rights.
  - ii. By providing these sessions free of charge and without any required long-term UVSS commitment, members will be more likely to attend and continue to interact with the UVSS and its campaigns.
- c. Simple, accessible instructions and materials for volunteering
  - i. To ensure that tabling and other avenues of volunteering are accessible and low-barrier, instructions and materials will be prepared ahead of time and passed by Campaigns committee.
- d. Half-hour update before working groups
  - i. Before new members attend the working group, the Chair or Second Chair will hold an orientation for the 30-minutes prior to the meeting to catch them up to speed on the progress and plan of the campaign.
- e. Developing leaders
  - i. Provide leadership opportunities, with titles and descriptions of what the role entails. Offer these opportunities to existing volunteers and promote them widely on social media, the website and in classroom talks.
  - ii. Provide volunteers with room to grow in their role. They will be more likely to commit to the work and feel ownership over its completion. Leaders will be further developed by professional development opportunities.

### **2. Expand Director at Large (DaL) involvement**

- a. Chair working groups
  - i. Capitalize on individual directors' expertise and personal interests to grow campaigns and provide personal growth and leadership development opportunities.
- b. Regular communication and collaboration with Lead Directors and DaLs.
- c. Encourage DaLs to have autonomy and feel ownership over their work and initiatives.
- d. Evaluate the feasibility of honorariums for DaL participation to incentivize active and continuous participation.

### **3. Collaborate with community groups**

- a. Grow Campaigns capacity by extending invitations and updates to community groups who are doing similar work.
  - b. By collaborating with groups outside of the UVSS, the campaigns can have a greater reach to students who may interact with these groups, but not the UVSS.
- 4. Two-track advocacy**
- a. This approach is necessary to build student and community support. Mass student mobilization is required to build political will and pressure.
  - b. Meet frequently with UVic's administrative bodies
    - i. Facilitate respectful and productive relationships that allow for the necessary conversations around University decisions.
    - ii. Communicate a willingness to be consulted on behalf of students and do so in a timely and polite manner.
- 5. Capitalize on proximity to BC legislature**
- a. Due to the UVSS' location in the capital city of BC, politicians are easier to reach.

## Objectives

- 1. Ensure that all campaigns are student-led.**
- a. Create a network of volunteers and use Slack to streamline communications.
  - b. Post lead volunteer vacancies on the website and social media to create interest in leadership positions.
  - c. Conduct classrooms talks in 25 large first-year classes per semester and perform canvas-style outreach outlining the variety of ways to get involved in each campaign.
  - d. Post a calendar of significant dates and events on the office door of the Director of Campaigns and Community Relations, including: office hours, working groups, events, workshops, and other opportunities.
- 2. Consult meaningfully with relevant groups, including local Indigenous nations, advocacy groups, and students affected or targeted by the campaign.**
- a. Organize initial one-on-one meetings with folks who should be consulted before the campaigns are launched to ensure that they are not left out of the planning process and relationships are formed prior to campaign engagement.
  - b. Provide honorariums to Indigenous peoples to recognize their time and work, including the time taken to discuss their perspective on the work of the campaign or protocol that we should follow.

## Scorecard – Campaigns and Community Relations

Category	Summer Term (May-September)	Fall Term (September-December)	Winter Term (January-April)	Ongoing
Divest UVic	-Create website and social media content by August 20th -Hold silent protest at BOG meeting in May -Meet frequently with University admin,	-Have 200 new Divest-specific social media engagements during the month of September -Connect with other Divest/350 groups	-Breaking up with fossil fuels sub-campaign by Feb 14 -Escalation of alumni relations sub campaign by	-Escalating demonstrations at BOG meetings and other events/ dates TBA -Collaborate with Events portfolio to

	<p>propose sustainable investment strategy by August 15</p> <ul style="list-style-type: none"> <li>-Proposal to Chair of the Foundation Board by 13th</li> <li>-Build alumni connections and social media sub campaign by August 25</li> </ul>	<p>across to cross-organize by Sept. 10</p> <ul style="list-style-type: none"> <li>-Hold demonstration for Day of Climate Action/ Sept. 20/27</li> <li>-Work with Graphics to create educational/inspirational video by Sept.20</li> </ul>	<p>Feb 20</p> <ul style="list-style-type: none"> <li>-Multi-day art build over reading break/ Feb. 17-21</li> </ul>	<p>hold monthly workshops on activism and allyship/ 3rd Wednesday of every month</p> <ul style="list-style-type: none"> <li>-Events, tabling &amp; sub-campaigns themed around holidays such as Halloween, Valentine's Day etc</li> </ul>
Let's Get Consensual	<ul style="list-style-type: none"> <li>-Work with Graphics &amp; AVP on rebranding of logo and materials by Aug 30</li> <li>-Attend AVP workshops by August 1</li> </ul>	<ul style="list-style-type: none"> <li>-Hold tabling and an event in collaboration with Vikes in CARSA during SVAW, Sept.</li> <li>-Host Train the Trainer in collaboration with AVP</li> </ul>	<ul style="list-style-type: none"> <li>-Hold a relationship-focused event themed for Valentine's Day by Feb. 14</li> <li>-Masculinities-themed sub-campaign -March 20</li> </ul>	<ul style="list-style-type: none"> <li>-Increase tabling presence on campus to be biweekly at minimum</li> </ul>
ReThink Mental Health	<ul style="list-style-type: none"> <li>-Attend Mental Health Awareness Week committee</li> <li>-Connect with other student societies and alliances to refine lobby days ask by August 15</li> </ul>	<ul style="list-style-type: none"> <li>-Lobby BC government to fund an additional counsellor per post-sec. institution by October 31</li> <li>-Collaborate with Peer Support Centre to host event by November 30</li> <li>-Create sub campaign about taking care of one another by November 15</li> </ul>	<ul style="list-style-type: none"> <li>-Collaborate with Events portfolio to hold mental health workshop by March 30</li> <li>-Create sub-campaign around validating accessing therapy and resources</li> </ul>	<ul style="list-style-type: none"> <li>-Advocate for the provincial government to fund an additional counsellor for each institution</li> </ul>
Grants Now	<ul style="list-style-type: none"> <li>-Establish relationships with other student societies and alliances &amp; plan collectively lobbying by August 30</li> <li>-Research needs-based grants by August 30</li> </ul>	<ul style="list-style-type: none"> <li>-Motivate for the UVSS to join the ABCS at the AGM to further collaborative opportunities</li> <li>-Attend lobby days from October 26-31st</li> <li>-Lobby 3 ministers, 10 MLAs and 20 staff by October 31</li> </ul>	<ul style="list-style-type: none"> <li>-If needed, demonstration at legislature during spring lobbying</li> </ul>	<ul style="list-style-type: none"> <li>-Collect petition signatures during monthly Grants Now-specific tabling</li> </ul>



Get out the Vote	<ul style="list-style-type: none"> <li>-Buy into CASA's campaign</li> <li>-Work with DALs on draft campaign plan, submit to CASA by August 5</li> <li>-Attend CASA West conference</li> </ul>	<ul style="list-style-type: none"> <li>-Collect 1250 pledges by Sept. 10</li> <li>-Collect 2500 pledges by Sept. 25</li> <li>-Collect 5000 pledges by Oct.5</li> <li>-Hold all-candidates event by Oct.4</li> <li>-Cross-promote events with Camosun</li> </ul>		
Safer Use	<ul style="list-style-type: none"> <li>-Work with Health Services to organize bi-weekly harm reduction/ naloxone training in the SUB by July 15</li> <li>-Post Facebook events and dates for training by August 20</li> </ul>	<ul style="list-style-type: none"> <li>-Hold bi-weekly harm reduction training in the SUB</li> </ul>	<ul style="list-style-type: none"> <li>-Continue bi-weekly harm reduction training</li> <li>-Hold mental health-themed harm reduction training during MHAW on Jan 14</li> </ul>	<ul style="list-style-type: none"> <li>-Run campaign in limited capacity, support student initiatives</li> <li>-Direct folks to the Harm Reduction Centre, SUB</li> <li>-Continually promote biweekly training</li> </ul>
Rent with Rights	<ul style="list-style-type: none"> <li>-Create informative website content; include summary of basic rights, further resources, common scenarios by August 31st</li> </ul>			<ul style="list-style-type: none"> <li>-Run campaign in limited capacity, support student initiatives</li> <li>-Support the University Relations portfolio in its advocacy to Residence Services</li> </ul>
Developing Leaders	<ul style="list-style-type: none"> <li>-Work with DALs to share responsibility of chairing meetings by August 5</li> <li>-Post volunteer position availability and develop organizing framework by August 20</li> <li>-Design and post on social media about snowflake framework and the distribution of responsibility by August 25</li> </ul>	<ul style="list-style-type: none"> <li>-Have over 5% of annual survey respondents identify that they prefer to interact with campaigns by planning them</li> <li>-Promote leadership volunteer opportunities at Residence neighbourhood meetings and do 25 classroom talks by September 15</li> </ul>	<ul style="list-style-type: none"> <li>-Promote leadership volunteer opportunities in 25 classroom talks by January 20</li> <li>-Conduct six leadership tryouts and expand pyramid of engagement by March 15</li> </ul>	<ul style="list-style-type: none"> <li>-Use Slack to streamline communications</li> <li>-Provide volunteer incentives such as letters of reference and leaderships titles</li> <li>-Provide volunteers with room to grow in their role &amp; autonomy over their work and delegate increasingly important tasks</li> </ul>

# Communications and Marketing

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## Background and Areas of Focus

The UVSS is governed by an elected board of 22 undergraduate students and its operations are managed by a General Manager and Executive Director. The UVSS employs 250 unionized staff and operates 9 unique businesses, all of which are wholly student owned and operated. The social enterprise model reinvests revenue generated by UVSS businesses into services for students. As a result, the work of the Board is inextricably tied to the work of the business units.

Department managers for business units and cost centres are responsible for their own marketing and communications. Oversight and support are provided by the Graphic Design Department and SUB Business Marketing Committee, chaired by the Director of Finance and Operations. The Board manages marketing and communications for campaigns, services, and events separately from the business units and cost centres. Oversight and support are provided by the Research and Communications Manager. In 2017, the UVSS created a distinct SUB brand in order to differentiate SUB businesses from the UVSS parent brand. The UVSS and some businesses have separate social media accounts.

The following core brand attributes support and illustrate our key message: “Run by students, for students.”

- Enthusiastic & positive
- Fun, casual, and conversational - but not goofy
- High-quality
- Respectful, inclusive & gender-neutral
- Member-oriented
- Progressive
- Environmentally conscious

Tools for success include:

- Empowering Directors to provide communications content.
- Sharing ideas and tactics across departments.
- Training and developing staff and Directors.
- Genuine collaboration that excites our staff, directors, and members.
- Robust and strategic communications, marketing, and events plans with accountability, follow-through, and review.

## Main Challenges

### 1) Member on-boarding.

- a. *UVic retains exclusive control over an email list containing all 18,000 members.*
  - i) The UVSS is able to access this list at limited times of the year, such as for elections, but otherwise has to rely on manual sign-ups, or paid and earned social media reach.
- b. *The UVSS neglects to provide basic facts about the UVSS to new members.*

- i) This limits our ability to build a dedicated fanbase and pre-empt member criticism.
    - ii) This content could include: demonstrating where member fees go, the services we provide, and cool facts about the organization's history.
    - iii) In the 2018 Annual Survey, 82% of respondents said that "excellent services" is an "extremely important" or "very important" UVSS value.
  - c. *Our members lack accurate information about the UVSS and what it does.*
    - i) In the 2018 Annual Survey, 56% of respondents said that they were not aware that our businesses' profits go back into student advocacy, services, and events.
  - d. *This inhibits our ability to proactively address member concerns before they escalate or are publicized.*
    - i) For example, if we explain upfront where student fees go, members will be less likely to publicly question the financial transparency and accountability of the organization.
- 2) Content creation.**
- a. *Sourcing and publishing content that our members want remains a challenge for the following reasons:*
    - i) Restricted content creator access is necessary to preserve the standards of UVSS, SUB, and business brands.
    - ii) Reach is limited across various platforms for the following reasons:
      - (1) Website - Not all events are published in the website calendar, nor feature relevant information (e.g. event logistics, how to get tickets, and why our members should care).
      - (2) Social media - Too many accounts force us to spread already limited content too thin.
      - (3) Newsletter - Insufficient staff capacity, content-sourcing, and scheduling limits our ability to use this key outreach tool regularly.
  - b. *A lack of current and ongoing content makes it impossible to reflect the diversity of our members and staff.*
    - i) For example, content that enables us to tell staff stories and publicize Board stances on relevant issues.
- 3) Proactive and timely event promotion.**
- a. *Insufficient lead time for promotion of events & services.*
    - i) Event promotion is often a single post or Facebook event, rather than a campaign over several weeks.
  - b. *An obvious lack of public event follow-up or debrief.*
    - i) For example, photos from events, and campaign wins, are rarely shared with our members.
- 4) Limited capacity.**
- a. *Too few staff-people, with too little resources and not enough time, manage an exponentially increasing workload.*
    - i) Content and platforms are constantly innovating and evolving, but staffing numbers and budgets stay relatively stagnant.
  - b. *Mechanisms and workflows to source social media and website content from Directors don't exist.*

## Audiences

UVSS online and print media audiences can be divided into three principal groups:

### **1) Followers.**

- a. Members - current undergraduate students.

- b. Former members.
  - i) Former students who have graduated but remain interested in our content.
    - 1) These folks may not be located in Victoria, and thus unable to attend our events or share content with relevant or current members.
    - 2) Some former members are still located in Victoria and may attend select events or movies at Cinecenta.
    - 3) It's important to consider these numbers in our metrics. They may inflate our numbers of followers or email subscribers.
- 2) Members who don't follow us (yet).**
  - a. New students.
  - b. International, co-op, and transfer students.
  - c. Prospective students.
- 3) The greater local community.**
  - a. Related groups seeking information relevant to their audiences.
  - b. Local businesses targeting our members.
  - c. Non-students interested in the types of events that the UVSS runs and/or that the SUB hosts.

## Goals

- 1) Provide effective member on-boarding.**
  - a. Clearly communicate what we are and what we do using simple language.
    - i) Weave our organization's mission, vision, and values into everything we publish.
    - ii) Include information about popular UVSS services like the Peer Support Centre and Food Bank & Free Store.
    - iii) Provide reminders and info about the U-Pass and Health & Dental Plan.
    - iv) Publicize practical and popular initiatives like the ferry shuttle, naloxone training, and UVSS student jobs.
- 2) Demonstrate that the UVSS uses student fees responsibly and for initiatives that benefit students in tangible ways.**
  - a. Link concrete initiatives to student fees - for example, the upgrading of SUB equipment, clubs & course union funding, and other tangible outputs.
  - b. Relay this information using creative methods like graphics, charts, and accessible language (no financial jargon or walls of numbers!).
- 3) Remind our members that we're separate from UVic.**
  - a. In the 2018 Annual Survey, only 51% of respondents indicated that they were aware that the UVSS is completely separate to UVic.
  - b. This separation is important because we prioritize the interests of our members first and foremost.
    - i) For example, we are able to lobby the University at times when they do not represent the best interests of students.
- 4) Source and publish diverse content.**
  - a. Keep our members updated about what we're doing.
  - b. Demonstrate how the values of accountability, transparency, and member buy-in inform our communications and marketing.
  - c. Facilitate Board-driven and -sourced content.
- 5) Diversify stakeholders.**
  - a. Traditionally, Lead Directors are the primary content creators for social media and the website.

- b. Moving forward, Directors at Large, the Director of International Student Relations, advocacy and affiliated group coordinators, and other staff should be consulted about and actively provide content.
- 6) Build effective events promo.**
- a. Organize event promotion far enough in advance to allow for enough time to successfully run an event.
    - i) “Success” is defined by increased attendance (if the event is repeated), and/or attendance that matches planned numbers or capacity.
  - b. Provide organized on-the-ground event execution that isn’t reactive or disorganized (thus reducing staff and Director stress).
  - c. Schedule events throughout the year so that they don’t overlap or compete with each other.
  - d. Take advantage of existing partnerships and make additional connections to increase promotional ability and reach.
- 7) Build comms sustainability.**
- a. Prioritize and increase the volume of member communication.
    - i) *Increase* the use of certain platforms: Website, email newsletter, digital screens (digis), and social media.
    - ii) *Reduce* outdated modes of communication like posters and handbills.
      - 1) These items take a relatively long time to design and produce, but aren’t how our members find out about our campaigns and events.
      - 2) In the 2018 Communications Survey, only 8.5% of respondents cited posters as the most effective way to reach them about UVSS events, services, and campaigns. (Emails from the university, Facebook, and the mailing list were the top three methods.)
  - b. Delegate tasks to staff and partners, and dedicate specific time to developing communications and marketing content and timelines.

## Objectives

- 1. Provide effective member on-boarding.**
- a. Request that UVic send all students a welcome email in September on behalf of the UVSS.
    - i. Ensure every email from the university sent on our behalf redirects members to our website and social media.
    - ii. Secure 10% more followers to platforms we *do* have control over by the end of the Board term.
  - b. Roll out a SUB social enterprise campaign by October.
    - i. In the 2019 Annual Survey, a majority of respondents will indicate awareness of the SUB social enterprise model. (Currently, only 56% of respondents indicate that they know that all profits from SUB businesses support advocacy, services, and events for students.)
    - ii. Gather member emails during Campus Kick-Off (CKO) and other events in September in order to reach new members and educate them about how our social enterprise business model benefits them.
- 2. Source and publish diverse content.**
- a. Create portfolio-driven social media content drafted by the Lead Directors, and published weekly, starting in July 2019.
  - b. Provide regular posting opportunities to all Directors, advocacy groups, and affiliated organizations to source content and build cross-promotion.

- i. Disseminate a call for community content to partners once per month.
  - c. Follow-up on and advertise our successes.
    - i. Celebrate the wins and thank our members for attending or co-hosting events.
      - 1. Publish at least one post within one-week of an event.
      - 2. Prioritize big events like Campus Kick-Off or successful campaigns initiative like the summer bus pass.
- 3. Build effective event promotion.**
  - a. Coordinate with relevant Directors to gather all necessary event information more than three-weeks in advance of an event.
    - i. Develop creative, engaging, and strategically timed social media strategies with them.
    - ii. Publish website events that feature necessary logistical information and tell our members why they should care about and attend the event.
  - b. Provide all necessary materials to event partners three-weeks in advance of event in order to tap into their audiences.
- 4. Manage comms effectiveness and efficiency.**
  - a. Draft a website redevelopment plan that includes: wireframe layouts, graphical mock-ups, and simplified navigation; streamline existing pages; and eliminate outdated or redundant information, by the end of Summer 2019.
  - b. Implement basic website improvements by the end of the Board term.

## Strategies and Tactics

- 1. Recruit members and continuously teach them who we are and what we do.**
  - a. Use social media to routinely share basic information about the UVSS and the SUB, especially during key start-up dates.
  - b. Promote newsletter signup from both the website and social media to encourage direct communication with our members.
  - c. Make Lead Directors visible through promotions, acting as the face of the UVSS, through a fun and informative campaign.
  - d. Use the digital screen in the Board offices to pilot fun and cool new content.
- 2. Reach out to and share our platforms with community partners.**
  - a. Source relevant content - let everyone know that we want to share their content, and the platforms on which we will do this.
  - b. Repost relevant content from advocacy and affiliated groups, and SUB business social media accounts.
  - c. Include Directors in the planning of social media posts and schedule regular posts of varying types of media (photos, videos, animations, polls and questions).
  - d. Delegate photographer-duty to a staff person, and increase the amount of photographs taken of students, events, and Board initiatives to use on the website and social media.
  - e. Recognize international student audiences and publish translated and/or culturally relevant information.
- 3. Proactively plan events - and check back in.**
  - a. Start events planning earlier, have a plan and a measure of success, follow-through on measurement, and conduct post-event debriefs.
  - b. Start promoting events no later than three-weeks ahead for smaller events (20-50 attendees) and no later than five-weeks for larger events (e.g. General Meetings, CKO, and Mental Health Awareness Week).

- c. Provide target attendance numbers for each event to ensure we have a measure of success.
  - d. Regularly plan and post new website sliders, focusing on events and campaigns.
  - e. Remember “WIIFM - What’s in it for me?”
    - i. Advertise the benefits of events in order to sell tickets, guarantee attendance, and demonstrate to our members that we throw events they actually want.
- 4. Streamline & simplify member communications.**
- a. Employ Hootsuite to help plan and publish posts to multiple social media accounts at once, and filter outsourced posts.
  - b. Close social media accounts with stagnant follow rates and/or small followings, lack content, or are not run by a dedicated group or business unit staff-member.
    - i. Push all content through larger social accounts instead (@UVSS & @SUB.YYJ).
  - c. Reduce the amount of text used on website pages and event posters.

# Events

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## Background & Areas of Focus

The UVSS provides undergraduate students with fun, accessible, and inclusive events that embody student values. Events Committee exists to organize events that are of interest to members and to highlight the UVSS and the SUB.

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.

## Main Challenges

1. **Execution** - The UVSS does not consistently track event metrics - attendance, social media interaction, and others. This limits our ability to measure success, improve our events and outreach, and perform strategic marketing.
2. **Student apathy** - Students have voiced their concerns about the Society's events. In the past, events have been unsuccessful and thus harm the UVSS's reputation for putting on fun events. In addition, students often view the political role of the Board of Directors as the entire UVSS. As a result, students are generally pessimistic about and unwilling to pay for UVSS events.
3. **Portfolio History** - Past events have catered to specific demographics of students, and many have exclusively focused on "party" themes, marketing, and DJs/musicians, including late-night or alcohol-heavy events. Many students who don't feel comfortable within these spaces avoid UVSS events, and this may hold them back from getting involved with the UVSS and its events.

## Major Goal

Events committee will focus on three primary targets: advocacy, accessibility, and sustainability.

## Objectives

1. **Event management**
  - 80% of the events each semester will take place in the Student Union Building
  - Events Committee will remain within 5% of its budget
  - The Director of Events will track event metrics to measure event success and increase social media outreach
2. **Event diversity**
  - There will be at least one Felicita's event each month
  - There will be at least one event within the SUB each month
  - Events Committee will organize at least four events in Vertigo and Felicita's every fiscal year
  - The UVSS will offer at least five academic and community events such as guest speakers, conferences, and workshops per fiscal year



## Strategies and Tactics

- 1. Diversify the events portfolio**
  - a. Create and plan events catered to the diverse groups on campus
  - b. Consult and collaborate with more on- and off-campus organizations that are doing meaningful advocacy work
  - c. Plan events that are both physically and socially accessible for students
- 2. Collaborate and consult with other organizations**
  - a. Work with CFUV, UVSS Campaigns, and Advocacy and Affiliated groups
  - b. Create diverse event options through collaboration and consultation with the community and other campus groups
  - c. Work with on-campus and local talent when possible
- 3. Track event success**
  - a. Keep detailed metrics of events that include target numbers and actuals
  - b. Create feedback forms for events that can be entered at the event for a door prize
  - c. Provide additional notes and metrics on important contact points, obstacles, and what worked well
  - d. Use an event-planning template so that all this information is accessible and in one centralized location

## Scorecard – Events

Category/ Semester	Summer Semester	Fall Semester	Spring Semester
Advocacy	<ul style="list-style-type: none"> <li>- Liaise with Campaigns portfolio &amp; finalize dates and contact</li> <li>-Regularly attend committees for Sexualized Violence Awareness Week (SVAW) and Mental Health Awareness Week (MHAW)</li> <li>-Assist in planning SVAW and MHAW keynote events</li> <li>- Create more collaboration with other UVSS portfolios</li> </ul>	<ul style="list-style-type: none"> <li>-Events &amp; Campaigns portfolio Workshop Series:</li> <li>-Know Your Rights: Direct Action Workshop (Divest Fest)</li> <li>-Inclusion Project TIP Lab event</li> <li>-Sexualized Violence Awareness / Consent Workshop</li> <li>-SVAW &amp; keynote event</li> <li>-Campus Kick Off (CKO) theme days focussing on the community and advocacy</li> <li>-5 Days of Action (October)</li> </ul>	<ul style="list-style-type: none"> <li>-Mental Health Awareness Week programming</li> <li>-Workshop Series surrounding mental health and advocacy</li> <li>-NSU 50th Anniversary event</li> </ul>
Accessibility	<ul style="list-style-type: none"> <li>-Identify how to create events that are socially accessible</li> </ul>	<ul style="list-style-type: none"> <li>-CKO diversity of events</li> <li>- Events available outside of a party environment (game night, puppy playtime, etc.)</li> <li>-Finalize mental health workshop series with Campaigns portfolio</li> </ul>	<ul style="list-style-type: none"> <li>-Events in conjunction with Mental Health Awareness Week (MHAW)</li> <li>-Learning opportunities through mental health workshops</li> </ul>
Management & Reputation	<ul style="list-style-type: none"> <li>-Create event planning template</li> <li>-Metric tracking development</li> <li>-Social media planning</li> <li>-Collaborate with diversified groups to create more intentional programming</li> </ul>	<ul style="list-style-type: none"> <li>-Track event targets, actuals, and marketing</li> <li>-Create contests during events to track how students heard about events with a form to enter</li> <li>-Increase social media engagements and interest rates in Facebook events</li> <li>-Market in advance to increase awareness of upcoming UVSS events</li> </ul>	<ul style="list-style-type: none"> <li>-Review metrics to evaluate the success of events</li> <li>-Create manual based on metrics and event reviews</li> </ul>

# Finance and Operations

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## Background & Areas of Focus

As a not-for-profit society, the UVSS is exempt from paying income taxes (the Income Tax Act). Financial statements are prepared in accordance with Canadian Accounting Standards for not-for-profit organizations.

UVSS operations include: the sustainability of the building, changes in our businesses, support and administrative departments, as well as the many non-revenue generating services that we offer members. These services encompass many aspects of student life, including the UVSS Health and Dental Plans, the U-Pass, the Food Bank and Free Store, and the Peer Support Centre.

The UVSS mandate is to provide services to undergraduate students at the University of Victoria. The Finance and Operations portfolio ensures that the strategic direction of the Society's operations is in line with the mission, vision and values of the organization.

## Main Challenges

1. **Increased costs and static fees** – The UVSS depends on fee levies collected from its members. These remain static, despite the rising costs of offering businesses and services, which include wages and inflation.
2. **Lack of business profitability** – The net revenue of UVSS businesses has declined steadily since the 2010-2011 fiscal year. Continued decline in business profitability will result in reduced services for students.
3. **Student employment** – Retaining student employees has been a challenge within the last year as the job market in Victoria has expanded and the UVSS competes with other employers.
4. **Financial transparency** – Members often do not understand UVSS financial statements, which contributes to the negative perception of the UVSS. According to the 2018 Annual Survey, only 37% of members feel the UVSS provides value for their fees.
5. **Lack of mission-focused marketing** – The UVSS is a social enterprise - all revenue generated supports student-led initiatives and services. By communicating our mandate, more members will feel comfortable purchasing products in the SUB, which is critical to achieving a sustainable financial model.

## Major Goal

Increase the positive impact of UVSS services through fiscal prudence and business profitability.

## Objectives

1. **Roll out a new social enterprise marketing campaign by October 1st.**
  - a. Work with department managers and staff to showcase the importance of purchasing SUB products.

- b. Work to creatively communicate the UVSS mandate to our members.
- 2. Improve marketing by improving the environment within the Student Union Building.**
  - a. Work with the Events portfolio to showcase three pieces of student artwork within the SUB by October 15th.
  - b. Coordinate a mural within Zap Copy before the December break.
  - c. Set up a Free Mug Bank within the Board of Directors and Communications Offices by September 4th.
  - d. Extend food service hours of the Grill by two hours starting in the fall.
- 3. Foster an effective working relationship between the UVSS Board and department managers.**
  - a. Hold SUB Marketing Committee meetings and ensure managers are consulted regularly.
  - b. Work with the General Manager and Executive Director to promote Board programs and campaigns to staff within the UVSS.
- 4. Increase the value of UVSS services.**
  - a. Finance and Operations Committee will work in conjunction with local credit unions to provide financial literacy workshops on financial management to members once per term.
  - b. Finance and Operations Committee will work with the General Manager and Executive Director to create new UVSS budget lines for the category of environmental responsibility.

## Strategies and Tactics

- 1. Effective enforcement of UVSS financial controls.**
  - a. Review all Board expenditures in their relevant committees on a monthly basis.
  - b. Follow Finance and Operations policy and update where applicable.
- 2. Increase financial transparency.**
  - a. Amend policy to include consistent reporting of financial affairs, such as income statements and UVSS expenditures to the Board of Directors, by April 30th.
  - b. Work with the Graphics Department to display infographics depicting student fees in the SUB by April 30th.
- 3. Present accessible financial information.**
  - a. Hold Finance and Operations Committee meetings once a week in order to more thoroughly review financial documents.
  - b. Emphasize infographics and the visual representations of finances.
  - c. Work in conjunction with Policy Development Committee to develop transition policy that will better ensure incoming Board members understand UVSS finances.
  - d. Present a comparison of UVSS prices with the private costs of services to demonstrate savings to students.
- 4. Tap into Board members' personal networks.**
  - a. Take advantage of UVSS Board members to promote SUB businesses through regular conversations with fellow students.

## Scorecard – Finance and Operations

Category	Summer Term (May-September)	Fall Term (September-December)	Winter Term (January-April)	Ongoing
Social Enterprise Marketing Campaign	-Work with Graphics Department and SUB Managers to create new signage for UVSS operations by August 31 <sup>st</sup> .	Survey results: -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.	- Regularly tabling for SUB businesses at events like Campus Kick Off (Dir. Outreach). - Regularly post on social media with Infographics that demonstrate the importance of SUB products.
Business Profitability	- Increase vegetarian options at Felicita's. May 31 <sup>st</sup> . - Decrease Menu options for Health Food Bar. May 31 <sup>st</sup> .	- Extend hours of the Grill by 2 hours daily: September 4 <sup>th</sup> .	- Do a comprehensive review of vendor agreements. April 30.	
Operations	- Develop a Mug bank to phase out zero-waste items from the SUB by the ending of August. - Remove plastic bags from Bean There. May 31 <sup>st</sup> .	- Build a new Mural showcasing student artwork in Zap Copy. November 30 <sup>th</sup> .	- Showcase two pieces of student artwork from the visual arts department. January 1. (Dir. Of Events)	
Budgeting	- Finalized budgets completed by July 31 <sup>st</sup> - Budget adopted by the Board of Directors. August 26. - Implementation of two new departments for International Student Relations and Data Analytics.		- 90% of BOD accounts within 5% of budget for fiscal 2019-2020.	- Development of new policy pertaining to regular briefings between the Finance Portfolio and the UVSS Board.
Professional Development	- Develop a workshop series for staff in the UVSS with Credit Unions in Victoria. August 31 <sup>st</sup> .	- Roll out workshop series in collaboration with Campaigns Portfolio.	- Financial Management/ budgeting integrated into board training - Offer members pro-d budgeting opportunities.	- Review General Ledgers (GLs) monthly for each portfolio for each lead director.

# Human Resources

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## Background & Areas of Focus

The UVSS Board of Directors recognizes their responsibility for, and the importance of, proper human resource (HR) management. The Executive Director and General Manager, along with Personnel Committee, 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.

## Main Challenges

- 1. Inconsistent personnel processes** – At times, staff “new hire” and “exit” forms remain incomplete or missing, and this can affect the accuracy of personnel files and the seniority list.
- 2. Irregular staff orientation/training** – Irregular staff orientation/training decreases staff efficacy in their positions and knowledge of their benefits. This increases apathy among staff as a whole.
- 3. Overall reduction in applicants for positions available** – It is getting harder to find qualified applicants for positions within the UVSS.
- 4. Institutional knowledge lost during turnover** - Permanent staff generally stay in their positions for longer periods of time (5-10+ years); therefore, there exists little to no documentation, such as position manuals, to help orient new staff.

## Major Goal

Improve UVSS human resource practices.

## Objectives

- 1. Improve overall personnel processes.**
  - a. Develop a document that dictates personnel processes from new hire to exit forms.
  - b. Develop a document that dictates personnel processes for hiring from application to offering the position.
  - c. Provide training to department managers and coordinators regarding personnel processes for current as well as prospective employees.
  - d. Develop a document that dictates the processes for updating seniority list.
  - e. Develop policy that provides clarity for personnel processes.
- 2. Improve orientation/reorientation and training opportunities for all staff.**
  - a. Provide staff training open to all staff between May – April, 2020.
  - b. Schedule group orientation sessions for all new staff in September and January.
  - c. Schedule a group re-orientation session for all staff during the fall and winter semesters.
  - d. Send out professional development emails to student-staff list to bring awareness to the funds available.

- e. Send out professional development emails to term-staff list to bring awareness to the funds available.
  - f. Send out professional development emails to permanent-staff list to bring awareness to the funds available.
  - g. Provide one management-level training workshop for department managers between May – April, 2020.
- 3. Increase staff satisfaction and increase attraction to working within UVSS**
- a. Send out a staff survey in February, 2020.
  - b. Put on an extra staff appreciation event for staff in the 2019/2020 year in addition to the Christmas and April ones.
  - c. Use more job boards and social media outlets to advertise open positions.
  - d. Have information available at Campus Kick Off (CKO) to bring awareness of job postings to new students.
- 4. Increase the transfer of institutional knowledge from staff-person to staff-person.**
- a. Work with department managers to develop position-specific orientation packages for their department that provide an overview of each permanent position and specific day-to-day responsibilities.
  - b. Develop a checklist for managers to ensure all essential information is covered in orientation.
  - c. Develop a hiring information package for new employees that highlights important information.
  - d. Develop a checklist for staff leaving positions to ensure information is available for the department and new hires.

## Strategies and Tactics

- 1. Improve overall personnel processes.**
- a. Ensure completion and accuracy of current personnel files.
  - b. Establish a consistent process for department managers to submit proper new hire and exit information to the HR department to be put in individual staff personnel files.
  - c. Ensure the completion and ongoing accuracy of the seniority list.
  - d. Ensure that all department managers are aware of the personnel procedures for hiring, training and exiting and follow them appropriately.
- 2. Improve orientation/reorientation and training opportunities for all staff.**
- a. Establish a consistent annual training schedule.
  - b. Schedule a group orientation session for all new staff at peak hiring times (e.g. September and January).
  - c. Schedule a group re-orientation session for all staff to ensure they are fully informed of all aspects of their position.
  - d. Increase the education and accessibility of professional development funds for staff.
  - e. Provide at least one management-level training workshop for department managers per year.
  - f. Provide at least one all-staff training workshop per year.
- 3. Increase the appeal of the UVSS as an employer to all existing and potential staff.**
- a. Consult with staff on how UVSS could improve as an employer.
  - b. Increase staff involvement on UVSS committees.

- c. Increase staff appreciation events.
  - d. Improve recruitment tactics to attract qualified applicants.
- 4. Increase the transfer of institutional knowledge from staff-person to staff-person.**
    - a. Ensure institutional knowledge is not lost due to staff changeover.
    - b. Improve position-specific orientation/documentation.
    - c. Improve the transition of information when staff leave positions.
  - 5. Develop a position-specific orientation package for permanent positions.**
    - a. Work with department managers to develop position-specific orientation packages for their department that provide an overview of each permanent position and specific day-to-day responsibilities.
    - b. Provide an orientation detailing the location of critical information; daily, monthly, and yearly to do lists; and annual timelines pertinent to individual positions and the UVSS as a whole.

## Timeline

### **Summer semester:**

1. Develop a document that dictates the processes for updating seniority list.
2. Develop policy that provides clarity for personnel processes.
3. Send out professional development emails to student list to bring awareness to the funds available.
4. Send out professional development emails to term staff list to bring awareness to the funds available.
5. Send out professional development emails to permanent staff list to bring awareness to the funds available.
6. Use more job boards and social media outlets to advertise open positions.

### **Fall semester:**

1. Develop a document that dictates personnel processes for hiring from application to offering position.
2. Provide training to Department managers and coordinators regarding personnel processes for current as well as prospective employees.
3. Schedule a group orientation session for all new staff.
4. Schedule a group re-orientation session for all staff.
5. Send out professional development emails to student list to bring awareness to the funds available.
6. Send out professional development emails to term staff list to bring awareness to the funds available.
7. Send out professional development emails to permanent staff list to bring awareness to the funds available.
8. Put on an extra staff appreciation event for staff in October 2020.
9. Have information available at CKO to bring awareness to new students of jobs available at UVSS.
10. Develop a hiring information package for new employees that highlights important information.



11. Develop a checklist for staff leaving positions to ensure information is available for the department and new hires.

**Winter semester:**

1. Develop a document that dictates personnel processes through new hire to exit forms.
2. Provide staff training open to all staff between May – April, 2020.
3. Schedule a group orientation session for all new staff.
4. Schedule a group re-orientation session for all staff.
5. Send out professional development emails to student list to bring awareness to the funds available.
6. Send out professional development emails to term staff list to bring awareness to the funds available.
7. Send out professional development emails to permanent staff list to bring awareness to the funds available.
8. Provide one management-level training workshop for department managers.
9. Send out a staff survey in February, 2020.
10. Work with department managers to develop position-specific orientation packages for their department that provide an overview of each permanent position and specific day-to-day responsibilities.
11. Develop a checklist for managers to ensure all essential information is covered in orientation.

**Scorecard – Human Resources**

Category	Spring/Summer	Fall	Winter
Improve all Personnel Processes	<ul style="list-style-type: none"> <li>- Develop a document that dictates the processes for updating seniority list</li> <li>- Develop policy that provides clarity for personnel processes</li> </ul>	<ul style="list-style-type: none"> <li>- Develop a document that dictates personnel processes for hiring from application to offering position</li> <li>- Provide training to Department managers and coordinators regarding personnel processes for current as well as prospective employees</li> </ul>	<ul style="list-style-type: none"> <li>- Develop a document that dictates personnel processes through new hire to exit forms</li> </ul>

<p>Improve orientation/re-orientation and training opportunities for all staff</p>	<ul style="list-style-type: none"> <li>- Send out professional development emails to student list to bring awareness to the funds available</li> <li>- Send out professional development emails to term staff list to bring awareness to the funds available</li> <li>- Send out professional development emails to permanent staff list to bring awareness to the funds available</li> </ul>	<ul style="list-style-type: none"> <li>- Schedule a group orientation session for all new staff</li> <li>- Schedule a group re-orientation session for all staff</li> <li>- Send out professional development emails to student list to bring awareness to the funds available</li> <li>- Send out professional development emails to term staff list to bring awareness to the funds available</li> <li>- Send out professional development emails to permanent staff list to bring awareness to the funds available</li> </ul>	<ul style="list-style-type: none"> <li>- Provide staff training open to all staff between May – April, 2020</li> <li>- Schedule a group orientation session for all new staff</li> <li>- Schedule a group re-orientation session for all staff</li> <li>- Send out professional development emails to student list to bring awareness to the funds available</li> <li>- Send out professional development emails to term staff list to bring awareness to the funds available</li> <li>- Send out professional development emails to permanent staff list to bring awareness to the funds available</li> <li>- Provide one management-level training workshop for department managers</li> </ul>
<p>Increase staff satisfaction and increase attraction to working within UVSS</p>	<ul style="list-style-type: none"> <li>- Use more job boards and social media outlets to advertise open positions</li> </ul>	<ul style="list-style-type: none"> <li>- Put on an extra staff appreciation event for staff in October 2020</li> <li>- Have information available at CKO to bring awareness to new students of jobs available at UVSS</li> </ul>	<ul style="list-style-type: none"> <li>- Send out a staff survey in February, 2020</li> </ul>

<p>Increase the transfer of institutional knowledge from staff to staff</p>		<ul style="list-style-type: none"> <li>- Develop a hiring information package for new employees that highlights important information</li> <li>- Develop a checklist for staff leaving positions to ensure information is available for the department and new hire</li> </ul>	<ul style="list-style-type: none"> <li>- Work with department managers to develop position-specific orientation packages for their department that provide an overview of each permanent position and specific day-to-day responsibilities.</li> <li>- Develop a checklist for managers to ensure all essential information is covered in orientation</li> </ul>
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# Student Affairs

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## Background & Areas of Focus

The Student Affairs portfolio supports, creates, and promotes resources such as online cheque requisition submission and tools to view funding for clubs, course unions and professional development unions. The portfolio also supports advocacy groups through the Advocacy Relations Committee. UVSS advocacy groups include Pride, Students of Colour Collective, the Gender Empowerment Centre, Society for Students with a Disability, and the Native Students Union. Student Affairs bridges the gap between all of these groups and the Board of Directors.

The focus this year is to make our resources and Clubs and Course Union Days more accessible to students and to educate these groups about available resources and how to use them.

## Main Challenges

- 1. Lack of knowledge around available resources.**
  - a. There are many resources available to clubs and course unions, such as an online system to see updated funding or student affairs office hours, but they are underutilized by clubs and course unions because they are not advertised or well known.
  - b. Many clubs and course unions email the Director of Student Affairs to get updates on funding or to book a meeting when they could just log on to the funding website or drop by during office hours.
- 2. Policy confusion.**
  - a. The UVSS supports over 200 unique clubs; however, confusing policy and procedures make it difficult for student leaders to obtain support from the UVSS.

## Major Goals

1. Create new resources on our website, through workshops and improve our current resources for clubs, course unions and professional development unions.
2. Improve communication with advocacy groups.

## Objectives

1. Promote existing resources through emails and online information, clubs and course union council, and a new clubs workshop. These will be ongoing throughout the year to ensure new clubs and course unions receive the information.
2. Create a comprehensive workshop including explanation of funding, insurance, room bookings, etc. for new (and existing) clubs with the intention all new clubs will attend by January.
3. Rework clubs and course union days to create more accessibility and organization for implementation in September.

4. Create more online resources for room booking and funding for clubs and course unions by December.
5. Update and clarify policies about funding for clubs and course unions with the help of Policy Development Committee by January.

## Strategies and Tactics

### **1. Promote existing resources:**

- a. Promote online system to view your funding
- b. Promote office hours
- c. Promote and clarify policy around equipment and room booking

### **2. Create resources for clubs and course unions:**

- a. Create workshops for new (and existing) clubs on procedures such as insurance, room booking and funding.
- b. Create more online resources and accessible information about funding, room bookings, and general information for club and course unions

### **3. Improve clubs and course unions days:**

- a. Improve accessibility at clubs and course unions days
- b. Make the table sign-up process more efficient

## Scorecard – Student Affairs

Category	Short Term (< 6 months)	Medium Term ( 6 months to 1 year)	Long term (>1 year)	Ongoing
Creating new resources for clubs and course unions		<ul style="list-style-type: none"> <li>- Create a comprehensive workshop for new clubs explaining processes such as being reimbursed and insurance for clubs by January (to be piloted in September).</li> <li>- Developing a plan for an online room booking system in November.</li> </ul>	<ul style="list-style-type: none"> <li>- Creating an online room booking system which will be implemented by April 2020.</li> </ul>	
Promoting existing resources for clubs and course unions		<ul style="list-style-type: none"> <li>- Promote office hours to clubs, course unions, advocacy board reps, and PDUs in emails and on social media to ensure their questions are being answered.</li> </ul>	<ul style="list-style-type: none"> <li>- Work closely with the advocacy groups in advocacy relations committee to ensure concerns and ideas are being heard and addressed.</li> </ul>	<ul style="list-style-type: none"> <li>- Promote our existing funding portal through ongoing emails, clubs and course union councils, and the new workshop.</li> </ul>
Reworking existing services and resources for clubs and course unions.	<ul style="list-style-type: none"> <li>- Change the layout of clubs and course union days to create more accessibility by September 2019.</li> </ul>	<ul style="list-style-type: none"> <li>- Clarify course union policy pertaining to funding by January.</li> </ul>		

# Student Outreach and Engagement

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## Background & Areas of Focus

The Director of Outreach and University Relations is responsible for chairing UVSS Board meetings, conducting outreach initiatives with our members, liaising with the University, being the primary spokesperson for the UVSS, and overseeing all policy and bylaw changes, among other things. The UVSS uses tabling, canvassing, social media, UVSS swag, and campaigns as our primary methods of student outreach.

The UVSS' mandate to serve students remains unfulfilled while we neglect building strong relationships with the members we represent. Although time-consuming, building and maintaining meaningful relationships with our members must be a top priority if the UVSS is to achieve its full potential.

Lead directors at the UVSS face heavy workloads and complete numerous daily tasks that consume a large amount of their time and energy. Because of this, conducting outreach amongst our members may feel like a secondary duty. The UVSS will combat this issue by further involving Directors at Large in student outreach initiatives and by increasing the priority of member outreach throughout the year.

## Main Challenges

- a. **Communication and outreach** — Our members are often unaware of the services, advocacy, and opportunities that are organized by the UVSS. In-person member outreach has demonstrated that our members lack information about the UVSS' on-going initiatives that are geared towards serving students.
- b. **Member engagement** — Members do not feel empowered to participate in UVSS activities, such as general meetings, board meetings, and committee meetings due to inadequate outreach conducted by the UVSS.
- c. **Understanding the priorities of our members** — We do not fully understand what our members would like to see from the UVSS due to the limited face-to-face contact that we have with them. As a result of this, the UVSS is not as relevant to the daily lives of students as it could be.

## Major Goal

Increase the relevance of the UVSS to students by building and strengthening relationships with its members. Organize increased member outreach initiatives that involve more UVSS Board members and focus on in-person consultation.

## Priorities, Tactics and Objectives

### 1. Build and maintain relationships with our members

- a) Empower students to participate in UVSS governance and events.

- Conduct weekly face-to-face outreach with our members by canvassing and tabling across campus. Invite members to committee, board, and general meetings.
- Provide incentives for Directors at Large to perform more active roles in outreach initiatives.

**Objectives**

- a) Reach quorum at the Fall and Winter AGMs.
- b) Have at least 15% of survey respondents answer that they engage in UVSS committee meetings in the 2019 annual survey. The UVSS reached 11.8% in the 2018 annual survey.

**2. Make the UVSS more relevant to students**

- a) Align the actions of the UVSS with the needs of our members.
  - i. Use face-to-face contact with our members as an avenue for consultation.
  - ii. Ensure that the Director of Outreach and University Relations holds consistent office hours - and advertise them! - to allow students to engage in meaningful dialogue with the UVSS.
- b) Reduce cost of course materials.
  - i. Lobby professors and the provincial government to support cost-free course materials.
  - ii. Identify and fund projects aimed at eliminating financial barriers to course materials.

**Objectives:**

- a) Directly contribute to implementing 15 sets of cost-free course materials before May 1st, 2020.
- b) Have at least 55% of students agree or strongly agree that the UVSS represents their views on the 2019 annual survey. The UVSS reached 48.8% in the 2018 annual survey.
- c) Have at least 45% of students agree or strongly agree that the UVSS listens to them in the 2019 annual survey. The UVSS reached 37.7% in the 2018 annual survey.

**3. Demonstrate to students that we fight for them**

- a) Build the UVSS's social media presence.
  - Each Lead Director publishes one post a week on social media starting in September 2019.
  - Commence live-streaming Board meetings on social media by September 2019.
- b) Instill trust in our members.
  - i. Develop a timeline for achieving campaign promises made by the current Director of Outreach and University Relations.
  - ii. Include progress reports on the campaign promises made by the current Director of Outreach and University Relations at every Board of Directors meeting.



**Objectives:**

- a) Have at least 56% of survey respondents answer that they follow the UVSS on Facebook in the 2019 annual survey. The UVSS reached 51% in the 2018 annual communication survey.
- b) Have at least 39% of survey respondents answer that they follow the UVSS on Instagram in the 2019 annual communication survey. The UVSS reached 34.9% in the 2018 annual communications survey.
- c) Achieve every promise made by the current Director of Outreach and University Relations during the UVSS election period before May 1st, 2020.
- d) Have at least 51% of survey respondents answer that they agree or strongly agree that the UVSS provides good value for their UVSS fees in the 2019 annual survey. The UVSS reached 46.1% in the 2018 annual survey.

## Scorecard - Student Outreach and Engagement

Category	Short term (<6 months)	Medium Term (6 months- 1 year)	Long term (>1 year)	Ongoing
Building and maintaining relationships with our members	-Meet quorum at our Fall AGM	-Meet quorum at our Winter SAGM -Have at least 15% of students answer that they participate in UVSS committees in the 2019 annual survey		-Conduct weekly face-to-face with our members -Incentivize Directors at Large to become involved in UVSS outreach initiatives
Making the UVSS more relevant to students	-Present on the importance of cost-free course materials at faculty meetings	-Directly contribute to the implementation of 15 cost-free course materials -Have at least 55% of students answer that agree or strongly agree the UVSS represents their views on the 2019 annual survey -Have at least 45% of students answer that they feel that the UVSS listens to them on the 2019 annual survey	-Identify a steady stream of funding for implementing cost-free course materials on campus	-Use our face-to-face outreach with our members as a method of consultation -Hold consistent office hours that are widely advertised -Lobby the provincial government to fund cost-free course materials
Demonstrate to students that we can fight for them	-Pilot live streaming UVSS Board meeting by September 2019	-Have at least 56% of students answer that they like the UVSS on Facebook and at least 39% follow the UVSS on Instagram in the 2019 annual survey -Have at least 51% of students answer that the UVSS provides good value for UVSS fees in the 2019 annual survey	-Fulfill every campaign promise made by the current Director of Outreach during the UVSS election period	-Widely broadcast our lobbying efforts on social media -Each Lead Director posts once per week on Facebook starting in September -Give progress reports on the fulfillment of campaign promises made by the current Director of Outreach during the UVSS election period

## Conclusion

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The UVSS is a not-for-profit social enterprise that seeks to provide a common framework within which students communicate, exchange information, and share experiences, skills or ideas. Although the mission, vision and values of the organization remain unchanged, each Board develops unique yearly priorities and initiatives. However, no matter who is elected, the goals always remain intrinsically connected to the concept of effective student governance — that the UVSS should be run by and for students.

This year, the UVSS Board has a wide range of priorities. However, none of them can be achieved without active members. The Board intends to increase student involvement at every level of our decision-making process to expand the effectiveness of the work that we do. The strategic plan is an external document that seeks to demonstrate the commitment each portfolio lead has to involve all students. The UVSS can accomplish its goals if all stakeholders work together to execute and realize this plan.

The strategic plan must be continuously adapted, revised, and refined to ensure it stays relevant to current student issues. To get further involved with the implementation of the strategic plan, join a UVSS committee, attend a Board of Directors meeting or visit a Lead Director during their scheduled office hours to ensure your student's society is representing the needs of its entire membership!

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