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Building on our Strength

UBCSUO Strategic Goals for 2018/19

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TABLE OF CONTENTS

INTRODUCTION	4
SECTION A – SERVICES	6
SECTION B – CAMPUS LIFE	9
SECTION C – ADVOCACY	13
SECTION D – GOVERNANCE	16
CURRENT BOARD AND STAFF	21
APPENDICES	22
APPENDIX 1: SWOT Analysis	
APPENDIX 2: Progress Tracker	

INTRODUCTION

Background

The Students' Union's bylaws provide for the creation of a strategic plan that identifies goals for the organization and creates a navigable path to their achievement. In recent years, the lack of strategic planning has resulted in a series of year-over-year decision-making models that have led to a disjointed, and at times unclear, set of organizational objectives. This instability has produced strained internal relationships between board members and staff, and has created a series of governance lapses.

In 2017/18, the Board undertook a series of major changes to the organization, and procured advice from an outside consultant in the form of a governance review completed by the firm MNP. The review confirmed the existence of significant governance and management failings, associated compliance deficits, and operational risks. Among the issues identified were a lack of planning and deteriorating internal relations.

On May 28, 2018, the Executive Committee and the majority of the full-time Students' Union staff undertook a day-long planning retreat. The retreat considered the Students' Union's strengths and weaknesses, along with the possible opportunities and threats facing the organization. The group brainstormed on these topics and prioritized the responses, and in consideration of the issues facing the organization, developed the plan outlined herein.

Students' Union Mission Statement

The purpose of the Students' Union is defined in its constitution and the summative nature of the documents does not adequately express the student-facing role of the organization. Accordingly, the following statement was adopted by the Board of Directors to better explain the mission of the Students' Union.

The Students' Union's mission is to:

- Provide accessible, high-quality services;
- Facilitate events, activities and student clubs to enhance campus life;
- Undertake advocacy to ensure students' rights are respected, and concerns are heard by decision-makers; and,

- Practice good governance in the operations of the Students' Union.

Plan Organization

As noted above, the individual goals listed herein arise from an analysis of the Students' Union's strengths, weaknesses, opportunities, and threats (see Appendix I). The Plan contains 28 separate objectives, organized into four broad categories:

Section A Services

Section B Campus Life

Section C Advocacy

Section D Governance

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SECTION A – SERVICES

Students' Union services are a key strength of the UBCSUO. The existing businesses provide robust services relative to the size of the campus, and perform at or above expectations financially. However, in relation to other students' unions of equal size and scope, the UBCSUO has noticeable gaps in key service areas, and unrealized opportunities exist to build on existing high-value services.

1. Make better use of BC Federation of Students' (BCFS) Services

As a member local union of the BCFS, the Students' Union has access to subsidized, or bulk-priced services that could be implemented for the benefit of members.

1.1 Students' Union Day-planner and Handbook

Most students' unions produce a day-planner and member handbook with calendar pages for the entire year and sections containing information about the campus and students' union. The BCFS provides a service for the bulk purchase of handbooks at a low cost, with the vast majority or all design work done for the students' union at no cost. The book features common calendar sections and a section about the BCFS, and provides for a customizable section containing information about the Students' Union. To offset the cost, the Students' Union is able to sell advertising in their section and on the back cover of the publication.

In 2018/19, the Students' Union will:

- Work with BCFS to give away BCFS generic handbooks during the first weeks of September to gauge feedback from members;
- Undertake to produce a 2019/20 UBCSUO Handbook and Dayplanner for distribution in following year with a limited distribution of 4,000 copies (a cost of approximately \$10,000);
- Undertake to sell advertising to cover at least 30% of the cost; and,
- Use the 2019/20 handbook to advertise the Students' Union's own businesses and services to members.

1.2 Student Discounts

The BCFS runs a system of students discounts and is working to become the exclusive issuing agent for the International Student Identity Card (ISIC) in British Columbia. The ISIC is a valuable product and provides access to discounts in countries around the world, as well as here in Canada. ISICs were previously provided by the Canadian Federation of Students (CFS), however, the CFS was

unable to maintain this service in recent years and as of June 2018 the UBCSUO is no longer a member of the CFS.

The other member local unions of BCFS have already undertaken discount solicitation in communities across BC, including Kelowna. UBCSUO could work with BCFS and the other member local union in Kelowna, Okanagan College Students' Union, to secure access to the existing discounts for UBCO students. If BCFS is able to issue ISICs, then there is an opportunity for UBCSUO to be an ISIC issuing site with support from BCFS.

In 2018/19, the Students' Union will:

- Work with BCFS to make existing student discounts accessible to UBCO students, and development promotional materials to advertise the existing discounts for students in the Okanagan region;
- Work with BCFS to be an ISIC issuing site should BCFS retain the rights to ISIC distribution in British Columbia; and,
- Work in partnership with Okanagan College Students' Union to solicit discounts for the 2019/20 year to improve the number and quality of regional student discounts.

1.3 BCFS Member Engagement Tool: OOHLALA Mobile App (OLL)

BCFS provides access to a comprehensive student engagement app at approximately 25% of the commercial price. OLL is used by universities and colleges around the world, but was founded in Canada by former student leaders working with student organizations. OLL features social engagement tools, marketplace functions, information listing, and a full suite of integration options. OLL is also fully customizable, including a 'white label' option that would enable the product to be implemented as a fully branded UBCSUO platform.

In 2018/19, the Students' Union will:

- Work with BCFS to fully launch the OLL platform in 'white label' format as the UBCSUO App;
- Work with other BCFS locals who have successfully implemented the OLL App to develop a content and engagement strategy;
- Work to integrate the App with existing functions, services, events and structures of the Students' Union.

2. Review, Revise and Enhance Student Financial Aid Systems

Most students' unions offer a few forms of financial assistance. Common examples include food banks, food vouchers, bursaries, awards or scholarships. Additionally, in British Columbia specifically, there is a provincial program operated by the Ministry of Advanced Education

that provides matching funds for student financial assistance under the name Student Society Emergency Aid Fund. Students' unions in BC can apply to this program to qualify for matching funds that are used to support students in financial need as assessed by their respective institution's financial aid office.

Currently the UBCSUO does not feature student financial assistance programs similar to its peers across BC, and this constitutes a gap in service provided to UBCO students. In the coming year the Students' Union will:

- Survey other similar sized student organizations to establish a baseline for student financial aid expenditures;
- Apply for matching funding from the Student Society Emergency Aid Fund;
- Work with the University of British Columbia to identify gaps in the current regime of student financial assistance that the Students' Union could help address, including financial assistance for international students;
- Establish an endowment with the University of British Columbia in the name of the Students' Union into which future funds can be deposited.

3. Improve Marketing of Existing Businesses and Services

The Students' Union's existing businesses and services are a strength of the organization; however, staff and executives have identified that too many students remain unaware of their benefits. Given the turnover rate for students in post-secondary education, marketing of existing products, services, and businesses is constant challenge, and one experienced by every students' union.

In 2018/19, the Students' Union will:

- Create an inventory of its existing marketing materials and tactics for each service and business and seek to identify gaps in practice;
- Conduct a review of marketing materials and tactics used by other students' unions of similar scope and scale;
- Investigate market research strategies to better recruit feedback from members and other service users; and
- Depending on the outcomes of the previous two points, consider recruiting the assistance of a marketing firm to aid in the development of more comprehensive marketing strategies for existing services and businesses.

SECTION B – CAMPUS LIFE

Campus life is a multi-dimensional concept designed to summarize the unique set of experiences, social interactions and lifestyles made possible by the various events, activities, groups and environments of a university or college. Campus life is what occurs outside the classroom, and creates valuable relationships and memories that travel with students for the remainder of their lives. The UBCSUO has a strong history of engaging in campus life through the hosting of hallmark events and the provision of a campus pub; however, elements of campus life facilitation have been undervalued and lacked necessary investment.

1. Investigate and Plan to Create a Student Leadership/Volunteer Program

Several other BC students' unions operate volunteer programs to help engage members across the campus and involve those students who want to be active in the campus community, but who may not feel inclined to seek an elected position. Volunteers can be engaged to host information tables, work on advocacy campaigns, participate in university consultations, undertake classroom speaking and other memberships engagement functions. Further, an active group of volunteers helps increase the level of engagement in student elections, referenda and general meetings.

In the coming year the Students' Union will:

- Gather examples of students' union volunteer/leadership programs operated by other organizations in Canada;
- Consider and map how volunteer opportunities produce different levels and engagement that ladders general members into leadership positions on campus;
- Develop options to create such a program at UBCSUO and present those to the Board of Directors for consideration.

2. Increase Co-operation with University Campus Life Operations

UBCSUO traditionally follows an independent agenda in setting its events and executing campus life functions. UBC itself has a variety of events, programs and activities for students to create unique campus life experiences. It has been noted that in some cases, UBCSUO events can impact UBC events and programs in negative ways when there is poor communication between the various parties operating on campus. Further, positive economies of scale could be realized by working more collaboratively with University departments to enhance existing events mounted by each organization.

In the coming year the Students' Union will:

- Improve communication with UBC departments sponsoring, hosting or coordinating campus life activities;
- Undertake outreach work with campus residences to ensure good communication on event support, risk management, and cooperation;
- Reach out to residence advisors to provide input on UBCSUO campus life operations, both in terms of how existing events can be improved and gaps in campus life offerings that could be filled by the Students' Union; and
- Ensure that the Students' Union has positive presence at all key UBC campus life events across the year.

3. Increased Engagement with Clubs and Course Unions

The backbone of campus life is often the system of clubs and course unions, which together provide an avenue for thousands of members to engage on topics of their choosing, while learning and practicing vital leadership skills. Too often students' unions take a minimalist approach to facilitating clubs, and will simply just provide for the existence of clubs with a structure and minimal funding. Thinking of the club and course union system as a source of campus leadership and life opens the doors to new system to empower members, and vastly expand life on campus.

3.1 Skills Development and Resources for Clubs

Though the Students' Union provides the basic forms and a list of answers to frequently asked questions, neither of these constitute a club organizing manual. The Students' Union should have resources to help members who have an idea for a club to realize that goal. Further, additional resources should be available to help clubs plan for events, conduct elections, manage their finances and to guide them through other governance and operational functions.

In 2018/19, the Students' Union will:

- Gather examples of club resources from other students' unions and assemble a club organizing manual to help clubs operate with accountability and efficiency while achieving their goals; and
- Plan and execute workshops for clubs leaders on key topics relating to club management and operations.

- **Encourage** clubs to send a minimum of one delegate to all Students' Union Annual General Meetings and Special General Meetings.

3.2 Facilitate More Club Participation in the Students' Union

Clubs and course unions tend to exist at arm's length from the central students' union unless there are structures and undertakings to ensure engagement from club and course union members. Those involved in student groups on campus tend to be the most aware and active students, and their energy and engagement should be harnessed and mobilized towards the general goals and advocacy work of the Students' Union. Realizing the engagement of clubs and course union members in other elements of the Students' Union has the potential to vastly increase the sense of community on campus, and grow understanding for, and appreciation of, the Students' Union's diverse mandate.

In 2018/19, the Students' Union will:

- Pilot test a club council structure in which all clubs and course unions send a representative twice per semester to meetings that gather input from clubs, facilitate club leader's interactions with each other, brief club leaders on the Students' Union's undertakings, and;
- Investigate technologies (like Slack or Basecamp) to enable communications with club and course union leaders, and between club and course union leaders, and pilot test forms of increased communication with and between these parties; and;
- Develop a protocol and mechanism for distributing information about the Students' Union to club and course union members to ensure that these active students stay informed about their Students' Union.

4. Increase Event Sponsorships

UBCSUO holds some excellent and well-subscribed events each year. The events are widely known, and have a presence that extends beyond the campus. The Students' Union should be in a position to procure sponsorships to both subsidize and enhance existing events. Further, sponsorships could extend beyond events, and expand the Students' Union's campus life offerings by bringing workshops, speakers and other activities to campus through sponsorship arrangements.

In the 2018/19 year, the Students' Union will

- Improve existing sponsorship arrangements for events, pub and other operations, and ongoing activities;

- Undertake research on other, unrealized sponsorship opportunities; and
- Create guidelines for sponsorships to govern what level of branding sponsors are provided, and any types of organizations from which sponsorships would not be accepted (tobacco companies, companies associated with the manufacture of arms and ammunition, etc)

5. Better Define Events and Seek to Fill Gaps in Event Offerings

As noted elsewhere herein, campus events are a strength of the Students' Union; however, the structure and costs of the events were noted as a weakness and threat. The Students' Union should be pro-actively engaging in a process to identify how to bring event costs under control, while retaining the positive impact of its key events. Further, past years of governance neglect has created a structure for event organizing that exists in an unaccountable way, and that has caused conflict in past years. The Students' Union must find a way to bring the structure of event planning in line with its governance systems, while respecting and continuing the excellent outcomes produces under the current structure.

UBCSUO-sponsored events tend to follow a common profile, and that profile may not be speaking to all members of the campus community. Toga parties, concerts, and alcohol-prominent events are popular with a large segment of the population, but also attract off-campus attendees whose presence can skew perceptions of how well these events speak to on-campus audiences. The Students' Union should consider a wider variety of events, including speakers, constituency events, professional development and academic events in addition to the existing profile of sponsored events.

In the 2018/19 year, the Students' Union will

- Establish principled maximum budgets for events that respect the need to continue to be a leader in on-campus events, but also maintain appropriate financial controls and sufficient resources for other important functions;
- Engage with Student Union Productions about the future of this group, and ways to better house event planning functions under the structures of the Students' Union; and
- Conduct a gap analysis of events missing from UBCO that are common to other campuses and students' unions of our size and scope.

SECTION C – ADVOCACY

In recent years the Students' Union's strong advocacy history has given way to an over-focus on government relations; however, without the ability or desire to engage in partisan work, government relations have limited effect without on-campus or community-based advocacy. Through the Students' Union's membership in BCFS, the organization has access to a full suite of advocacy materials for campaigns and issues that the Students' Union itself, along with the other BCFS member locals, sets. Engaging in advocacy work elevates student voices, teaches members how to be agents of social change, and helps shape our system of public education.

1. Increase Member Engagement in BCFS Campaigns and Government Relations

In the coming year, BCFS will host campaigns to tackle student debt, increase investment in open educational resources, limit tuition fee increases for international students, and call for the implementation of the Truth and Reconciliation Commission's recommendations for post-secondary education regarding Indigenous learners. Further refinement of these campaigns, or the addition of new advocacy goals may be adopted by BCFS members at the July 2018 general meeting.

1.1 Implement the BCFS *Fairness for International Students* Campaign

Given the number of international students at UBC and the recent increases in tuition fees, this campaign speaks to a current issue and prominent demographic. The campaign seeks only to have annual fee increases for international students capped, but that single change would have a profound effect on the lives of international students, and limit the wild uncertainty they face.

During the fall 2018 semester, the Students' Union will:

- Distribute campaign materials on campus and host information tables to promote the campaign;
- Work with BCFS to have an opinion editorial published in local newspapers calling for the campaign demand of a cap on international student tuition fee increases;
- Seek endorsement for the campaign from clubs, on-campus groups and the faculty/TA unions.

1.2 Continue the BCFS *Open Textbooks Now* Campaign

UBCSUO has operated this campaign in the past year and work should continue through 2018/19. In June 2018, the BC government announced new targeting funding for open educational resources

designed for students in adult basic education. This recent success illustrates that the campaign call has been heard by government, but more work is needed to secure a more significant investment.

During the fall 2018 semester, the Students' Union will:

- Distribute campaign materials on campus and host information tables to promote the campaign;
- Collect signatures in support of the campaign from members; and
- Seek endorsement for the campaign from clubs, on-campus groups and the faculty/TA unions.

1.3 Distribute Awareness Campaign Materials

BCFS produces a range of materials to challenge discrimination on campus. The materials, titled "unlearn", encourage readers to unlearn racism, homophobia, ableism and other common forms of discriminatory bias. The materials are available for member local students' unions to distribute to their members.

Beginning September 2018, the Students' Union will:

- Distribute unlearn materials at Students' Union events and in Students' Union spaces; and
- Consider using the unlearn branding on locally produced Students' Union materials.
- Partner with the Equity and Inclusion Office in the execution of those campaigns.

1.4 Advocacy on Student Debt

BCFS is in the process of designing a campaign to address student debt issues for implementation in January 2019. Student debt is an issue that touches many members of the campus community, and the community at large. Mechanisms to address student debt, like the elimination of interest on student loans and the creation of a student grant program, are supported by the current government, and advocacy is needed to increase these public policy solutions among the long list of government priorities for the coming year.

The Students' Union will:

- Work with other BCFS member locals to develop the provincial campaign on student debt
- Ensure that UBCO students are represented in deliberations on the form of the campaign, campaign demands, research used to support the campaign, and planned tactics; and
- Fully implement the campaign upon its development for Winter 2019.

1.5 Participate in the BC Legislature Standing Committee on Finance and Government Services

The BC Legislature Standing Committee on Finance and Government Services is a bi-partisan committee that travels the province to collect the opinions of citizens and representative organizations regarding the formation of the provincial budget. Each year the Committee accepts written, in-person, and online recommendations regarding the coming year's financial and service priorities for the province, and conducts an online survey that citizens can fill out. In the past decade, students' unions have done an excellent job in presenting a unified message to the committee.

In 2018/19, the Students' Union will:

- Work with other BCFS locals to present a coordinated message to the BC Standing Committee on Finance and Government Services in consideration of Budget 2019 priorities; and
- Work to engage members in the online consultation process to both promote students' campaign and government relations objectives, and teach members about the importance of civic engagement.

2. Develop a Local Campaign on Sustainability

In addition to provincial campaigns, the Students' Union is able to design and implement its own campaigns and advocacy work. For 2018/19, an obvious campaign for implementation would be related to campus sustainability, specifically waste reduction and energy conservation.

Accordingly, in 2018/19, the Students' Union will:

- Develop a campaign to promote waste reduction and energy conservation as key elements of campus and community sustainability;
- Implement the campaign in fun and innovative ways that engage members as both advocates for change and performers of that change in their personal lives;
- Use Students' Union businesses and services to both promote the campaign and model the desired sustainable behaviour; and
- Consider keystone commitments towards sustainability in its own operations, such as eliminating all use of plastic straws, banning the sale of bottled water, or other such measures.

SECTION D – GOVERNANCE

By far the largest area of goals for 2018/19 arise from governance and finance issues. The topics herein are reflective of the analysis provided by staff and directors at the planning retreat, but also the issues identified by MNP in its governance review. In some cases the topics herein reflect a desire to execute best practices on governance and financial management, and in other cases the goals expressed below are in response to the Students' Union failing to live up to its regulatory requirements.

1. Reform of Key Internal Structures

MNP identified a range of issues relating to internal structures, and both board and staff members independently identified structures that either didn't work, led to conflict, or both. Key elements for review and reform in 2018/19 are as follows.

1.1 Committee Structure

As outlined in the current UBCSUO bylaws and regulations, the committee structure includes only three standing committees, but any number of ad hoc committees. Students' unions always tend towards having a large number of committees, and then ultimately those committees don't meet and the system breaks down.

In the 2018/19 year, the Students' Union will:

- Review its current system of committees against common committees of other students' unions, and create a proposal to amend the necessary internal structures in order to update committee number, terms and purpose; and
- Examine new ways in which committees can conduct business electronically in order to reduce the need for in-person meetings, and make committee deliberation and decision-making easier and more modern.

1.2 Director Job Descriptions

The current UBCSUO bylaws specify job descriptions for the Executive members of the Board of Directors, and only outline a general purpose for other director positions. Furthermore, director job descriptions lead to silos of responsibility and authority, as well as look into the hierarchical structure around the position of President.

In the 2018/19 year, the Students' Union will:

- Review its bylaws relating to Executive director jobs and responsibilities, and propose amendments to better align position duties with the existence of a common strategic

plan, and to better mandate the need for the Executive to work as a team; and

- Create more comprehensive duties for non-executive directors along with an outline of the types of tasks those positions are meant to undertake.

1.3 Director Accountability Measures

Both the analysis offered by directors and staff at the planning retreat, as well as the recommendations of MNP, call on the Students' Union to implement a system of increased accountability for directors.

Accordingly, in the 2018/19 year, the Students' Union will:

- Review its regulations related to board members stipends and implement a performance-based model that compensates directors for time invested, rather than full salaries regardless of work performed;
- Task the Policy Committee with the creation of a suite of code of conduct regulations to cover such matters as harassment, bullying and sexual misconduct; and
- Review reporting mechanisms by which directors account for their time and expenses, and ensure that the system produce an accountable and transparent record that can be examined by members.

1.4 Elections

Election functions at a students' union are vital to its system of governance and its reputation among members, as well as the campus community. Election systems must be clearly democratic, facilitate meaningful debate on key issues, produce trustworthy results, and must not facilitate dysfunctional conflict. Several models exist for students' union elections, and most rely on the recruitment of a qualified returning officer to oversee the process, educate candidates and facilitate a fair vote.

Between July 2018 and November 2018, the Students' Union will:

- Review its election process against other such processes at students' unions across BC and in consideration of best practices for campus elections; and
- Prepare and present revisions to the bylaws and election regulations as required to improve election oversight, increase candidate education, update campaigning rules and better promote election participation.

1.5 Health and Dental Plan Reserve

Most students' unions have a health and dental plan fee structure that is designed to produce a reserve fund to guard against cost fluctuations and cash flow issues. Similarly, students' unions have a policy or regulation to set a reserve goal, reserve cap and a fee

collection philosophy related to those equity rules. In 2018/19, the Students' Union will:

- Review its current fee structure for the health and dental plan, and the level of annual surplus produced for the reserve; and
- Set reserve target and caps by way of regulation to ensure that fees and reserves correspond to stated goals and limits.

2. Planning and Orientation Processes

In recent years the Students' Union's systems of orientation and planning have fallen into disuse, despite the fact that the bylaws specifically call on the Students' Union to produce and implement a strategic plan. Lack of orientation has created a deficit in both directors' knowledge of their specific responsibilities, as well as the general legal obligations of the director role. Lack of strategic planning has meant that the Students' Union has drifted between directions without a clear focus. Failing to facilitate both of these important functions is surely to result in organizational inertia, and often also produces needless conflict, waste and poor morale.

In 2018/19, the Students' Union will:

- Develop an annual model for board orientations that involves a full briefing on the operations of the Students' Union and board of directors, an outline of director legal responsibilities, an overview of how to work collectively with staff, and other related topics;
- Develop a model for the creation, implementation, regular review, and amendment of organizational plans to ensure that short-, medium- and long-term goals are identified and achieved; and
- Create interim measures to provide for the development and implementation of strategic plan and orientation(s) in the current year.

3. Improved Internal Communication

Every organization and office environment can experience internal communication challenges, and for a students' union these can be even more pronounced and common. Diverse staff roles, the part-time nature of directors, the divergent schedules of different organizational operations, and regular director turnover all contribute to common communication breakdown between key organizational actors. In recent years, great strides have been made in collaborative communication and work platforms to better enable positive workplace interactions and cooperation. These only work if all parties have an equal commitment to communication, participation in discussion, and decision-making.

In 2018/19, the Students' Union will:

- Facilitate increased staff participation in organizational decision-making as advisors to the board, and this includes participation in planning, orientations, committees, and board meetings;
- Investigate and implement co-working software and communication tools to better enable groups of directors and staff to work together on projects and tasks, and to facilitate communication and decision-making quickly and efficiently (examples include Trello, Slack, and Basecamp); and
- Create a series of communication protocols to assure positive internal communications, which can develop into a positive communication culture through repeated use and implementation across the organization.

4. Improved Internal Controls and Budgeting Processes

The MNP report was very clear in the need for improved financial controls, and both directors and staff at the planning retreat called for an improvement to budgeting processes and practices.

In 2018/19, the Students' Union will:

- Review all recommendations of MNP related to financial control compliance and recruit the necessary assistance to turn those recommendations into necessary practices and structural amendments;
- Review the budget process against the practices of other students' unions to develop improvements to the way in which the budget is prepared and presented;
- Engage in dialogue among the board and staff about appropriate budget priorities and principles to ensure that the budget reflects a balance of the broad responsibilities and mandates of the Students' Union; and
- Create a plan to ensure that the Students' Union no longer runs annual deficits.

5. Increased Communication with Members

Good communication with members is a cornerstone of any successful students' union, but it is often as difficult as it is important. Students' unions compete with many other entities for the attention of their members, and increasingly must be thorough, professional and creative to generate the required level of awareness among students.

In 2018/19, the Students' Union will create a communications plan for the organization that will:

- Outline the platforms, content types, strategies and voice for social media accounts published by the Students' Union;

- Plan out the cycle of communications issued by the Students' Union to promote regular events, services, businesses and advocacy work;
- Define the overall voice of the organization to be used in all publications and platforms;
- Incorporate the OOHLALA App into the Students' Union's member communication profile; and
- Assign the generation of content to directors and staff, with appropriate central figures through which all content is vetted, edited, and published.

6. Seek Appropriate Advice and Assistance Through BCFS

In 2017/18, the Students' Union procured advice from an external firm at great expense. Much of that same advice could be been procured for less cost from other students' unions, firms with existing knowledge and experience advising students' unions, or directly from BCFS staff and directors. As a member local union of BCFS, the UBCSUO can procure advice, assistance and resources from BCFS at little or no cost, and is under no obligation to use the advice sought. Better use of this resource should be made in 2018/19.

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CURRENT BOARD AND STAFF

The Board of Directors for the Students' Union is comprised of three types of positions as noted below. Positions and elected representative for 2018/19 are as follows:

Executive Members

Amal Alhuwayshil	President
Paula Tran	Vice-President External
An-Noura Compaoré	Vice-President Finance and Operations
Shahd Shaker	Vice-President Internal
Taylor Dotto	Vice-President Services

Faculty Representatives

Nimarah Pannu	Irving K. Barber School of Sciences Representative
Cody Isaac	Irving K. Barber School of Arts Representative
Gabby Lees	Faculty of Management Representative
Holly Denby	Faculty of Applied Science Representative
Miriam Woldu	Faculty of Health and Social Development Representative
Aman Dehal	Faculty of Education Representative
Sage Cannon	Faculty of Creative and Critical Studies Representative
Maher Al-Hawarneh	The College of Graduate Studies Representative

Directors At Large

Dela Hini	Director At-Large
Jessica Moffatt	Director At-Large
Soji Ogunbanwo	Director At-Large
Casey Stein	Director At-Large

3.2 Students' Union Staff

The following staff are employed by the Students' Union and are unionized with BCGEU.

Full-time Staff

The Students' Union employs one excluded general manager. The position was vacant at the time of this plan's creation.

Lori Stevenson	General Manager
Aaron White	Project Manager
Leanne Smiles	Finance Manager
Sarah Furgason	Students Associations Coordinator
Elizabeth Rusch	Greentext and More Bookstore Manager
Micheal Ouellet	The Well Pub Manager
Stephanie Patterson	Green Bean Coffee and Catering Manager
Vacant	Executive Assistance

Student Staff

The Students' Union also employs several student staff who assist with provision of front line service in the Students' Union's several businesses.

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APPENDIX 1 – SWOT ANALYSIS

Strengths of the Students' Union

TOP RESPONSES

- businesses are well-run
- club + course union culture
- have enough money to do stuff
- experienced staff members
- part of big university
 - uncertainty of OUC resolved
 - investments in campus
 - benefits of UBC on small campus
 - independent from UBC AMS + UBC Vancouver
- solid commitment to positive change amongst all involved, even in the face of adversity
- diverse board of directors

REMAINING RESPONSES

- resources for clubs are very valuable
- positive relationship with several UBCO departments + admin and continuing to improve
- small/medium students' union with big students' union services
- past issues have been fixable and no legacy issues we are still paying for
- good U-Pass rate
- engaged and passionate members – good engagement
- women's resource centre + pride resource centre doing great
- outside sponsorships
- student culture on campus
- very good finance manager
- good space
 - offices
 - student space
 - location on campus
- pub makes money
 - on the meal plan!
 - nature of campus
 - partnerships between directors and staff to grow business
- mental health resources

- bookstore is well-run
 - POS system is good
 - makes money
- strong health and dental plan with a healthy reserve
- everyone we work with is nice, no one is mean
- share positive feelings/smiles
- at a university
 - longer programs mean more time for member + volunteer engagement/education
 - more director development
 - university culture

Weaknesses of the Students' Union

TOP RESPONSES

- isolationist history, lack of interaction with other students' unions and internal siloing
- orientation (or lack thereof)
- history of poor communication between everyone
- board job descriptions don't describe jobs
- history of doing things "because we've always done it that way"
 - this is a logical fallacy – appeal to common practice
- lack of marketing / communications plan / common voice
 - not unified
 - no comprehensive strategy
 - not good at social media (no social media protocols)
- prioritization of monies (e.g. very low \$\$ allocated to bursaries; a whole lot of \$\$ towards a few big events)
- no accountability measures for directors
- elections oversight is poor, and a lack of insufficient info about roles and duties (both for candidates and for members to understand what they're voting for)
- poor financial controls
- public image reflects an over-focus on parties, and this creates reputational challenges

REMAINING RESPONSES

- huge board turnover
- lack of broad SU management experience outside current roles
- job descriptions in need of review to better align workload and keep pace with increasing demand
- trust issues between everyone

- inconsistency between bylaws and regulations
- not taken seriously enough by sections of the student body
- history of person benefit as motivation
- lack of oversight and consequence for breaking bylaws
 - no code of conduct
- lack of professionalism
- too internally party-focused, focused on particular events (Recess, Frosh)
 - missing other important functions/other functions not a priority
- no handbook
- too much victim mentality
 - legitimate issues of the past linger in the staff's minds
 - "staff are traumatized from the events that have transpired over the past couple years"
 - past default has been negativity, it's hard to change that behavior
 - low morale
- low voter participation
 - relatively speaking it's not... it's actually around 15% this year, lows around 11%
- performance indicators / annual review for GM
- staff reviews (non-discipline/HR related)

Opportunities for the Students' Union

TOP RESPONSES

- BCFS services, campaigns, and resourcing
 - mobile app (usage can be increased)
 - handbook
- new innovations in IT/marketing models to improve services and businesses
- staff involvement in committees / governance
- social media to improve student opinions
- sustainability initiatives / practices could be brought into coffee shop and pub
- club involvement
 - improve structures
 - mobilize clubs for other issues
- sponsorship
- asking for help and receiving assistance from BCFS, UBC and others
- succession planning for board and staff
- be more open
 - conduct open houses

- o expand web content
- o improve on-campus relations

REMAINING RESPONSES

- positive momentum
- UBC wants us to succeed
 - o better relations
- change in government in BC
 - o more student-friendly than previous government
- municipal election
- PR referendum
- IT products to improve communication and task management
- develop committees / structures
- local food / beer / wine to improve and enhance pub products
 - o straws, disposables, packaging
- expulsion from CFS
- changes to UNC – 20/20 plan
- existing space could be better used
- working with Okanagan College Students' Union
- SUP (Student Union Productions)
 - o structure and function
- planning
- club orientation
- work with varsity
- advocacy chairs

Threats to the Students' Union

TOP RESPONSES

- overspending on select items e.g. concerts
- communication failures
- conflict with team
 - o board
 - o staff
 - o both
- U-Pass fee increase

REMAINING RESPONSES

- online rants / internet trolls
- UBC interference
 - o Negative and positive
- overconfident + uninformed actors
- staff turnover
- knowledge transfer

- o advice being welcome
 - o briefing
 - o adherence
 - o advice shopping
- CFS membership (if not expelled)
- fee collection
 - o SU has a bad reputation
 - o threats to have fees cut / not remitted
- H&D fee increase in 20/20
 - o no policy on how to use the reserves
- relationships with RAs and residences / student life

APPROVED

APPENDIX 2 – PROGRESS TRACKER

A-1

OBJECTIVE	DESCRIPTION	STATUS

A-2

OBJECTIVE	DESCRIPTION	STATUS

A-3

OBJECTIVE	DESCRIPTION	STATUS

B-1

OBJECTIVE	DESCRIPTION	STATUS

B-2

OBJECTIVE	DESCRIPTION	STATUS

B-3

OBJECTIVE	DESCRIPTION	STATUS

C-1

OBJECTIVE	DESCRIPTION	STATUS

C-2

OBJECTIVE	DESCRIPTION	STATUS

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C-3

OBJECTIVE	DESCRIPTION	STATUS

D-1

OBJECTIVE	DESCRIPTION	STATUS

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D-2

OBJECTIVE	DESCRIPTION	STATUS

•

D-3

OBJECTIVE	DESCRIPTION	STATUS

APPROVED