

## 1. CALL TO ORDER

Call to Order – 12:36 pm

## 2. TERRITORIAL ACKNOWLEDGMENT

We acknowledge that this meeting is being conducted on the unceded territories of the Coast Salish peoples; which, to the current knowledge of the Society include the Squamish, Musqueam, Stó:lo, and Tsleil-Waututh people.

## 3. ROLL CALL OF ATTENDANCE

President.....	Enoch Weng
VP External Relations.....	Kathleen Yang
VP Finance .....	Barbara Szymczyk
VP Student Life .....	Deepak Sharma
VP Student Services .....	Darwin Binesh
VP University Relations.....	Brady Yano
At-Large Representative.....	Curtis Pooghkay
Faculty Representative (Applied Sciences) .....	Corbett Gildersleve
Faculty Representative (Arts & Social Sciences) .....	Arr Farah
Faculty Representative (Communication, Art & Technology) .....	Salathiel R. Wells
Faculty Representative (Education) .....	Melissa Lee
Faculty Representative (Environment) .....	Christine Dyson
Faculty Representative (Science) .....	Jas Hans
<b>Society Staff</b>	
Build SFU General Manager .....	Marc Fontaine
Chief Executive Officer .....	Martin Wyant
Minute Taker .....	Carmela Frouws
Council Liaison .....	Pierre

### 3.1 Regrets

Faculty Representative (Business) .....	Hangu Kim
Faculty Representative (Health Sciences).....	Larissa Chen
At-Large Representative.....	Shipra Sharma

### 3.2 Guests

Council Liaison .....	Anjali Biju
Council Chair.....	Karen Abramson
Peak.....	Nathan Ross

## 4. RATIFICATION OF REGRETS

### **4.1 MOTION BOD 2016-04-01:01**

**MELISSA/CHRISTINE**

Be it resolved to ratify regrets from: Hangu Kim, Shipra Sharma and Larissa Chen

**CARRIED AS AMENDED / CARRIED**

#### ***DISCUSSION***

- It was suggested to ratify the regrets separately.

### **4.2 MOTION BOD 2016-04-01:02**

**BRADY/ARR**

Be it resolved to ratify the regrets separately.

**CARRIED**

### **4.3 MOTION BOD 2016-04-01:03**

**DEEPAK/JAS**

Be it resolved to ratify regrets from Hangu Kim

**CARRIED**

**Abstention: Corbett Gildersleve and Kathleen Yang**

#### ***DISCUSSION***

- It was suggested to not ratify the regrets, as a justifiable reason was not provided.
- It was explained that due process was followed when he sent in his regrets.

**DARWIN**

Called the question

**CARRIED**

### **4.4 MOTION BOD 2016-04-01:04**

**BRADY/ JAS**

Be it resolved to ratify the regrets for Shipra Sharma

**CARRIED**

#### ***DISCUSSION***

- Personal/Academic

### **4.5 MOTION BOD 2016-04-01:05**

**DEEPAK/CHRISTINE**

Be it resolved to ratify the regrets for Larissa Chen.

**CARRIED**

**Abstention: Corbett Gildersleve and Kathleen Yang**

#### ***DISCUSSION***

- Out of town

## 5. ADOPTION OF THE AGENDA

### **MOTION BOD 2016-04-01:02**

#### **ARR/SALATHIEL**

Be it resolved to adopt the agenda as amended.

#### **CARRIED AS AMENDED**

##### ***DISCUSSION***

- New Business: Add New Strat Plan Motion
- In Camera: Add Build SFU Discussion
- Discussion: Move 10.2 to Discussion

## 6. MATTERS ARISING FROM THE MINUTES

### **MOTION BOD 2016-04-01:03**

#### **DEEPAK/ARR**

Be it resolved to receive and file the following minutes:

- AdvocacyCommittee\_2016-03-09
- AdvocacyCommittee\_2016-03-16
- BoardOfDirectors\_2016-03-04
- Council\_2016-03-09
- Council\_2016-02-24
- EventsCommittee\_2016-02-24
- EventsCommittee\_2016-03-02
- EventsCommittee\_2016-03-09
- Finance\_Committee\_2015-11-03
- Finance\_Committee\_2016-01-20
- FinanceCommittee\_2016-03-02
- SCC-minutes-2016-02-09
- SCC-minutes-2016-03-01

#### **CARRIED AS AMENDED**

##### ***DISCUSSION***

- **ONE DATE ERROR IN EVENTS COMMITTEE 03/09 – 200 PUB NIGHT SHOULD READ 25<sup>TH</sup>.**

## 7. UPDATES AND PRESENTATIONS

- UPASS UPDATE
  - Since February = what has happened
    - Contract negotiations have continued, which may impact the timeline.
    - May impact the timeline of the U-Pass if it is approved late and summer students might not have a U-Pass for the summer.
    - The U-Pass received a 94% approval from the membership.
  - Summary of outstanding items

- Replacing u-pass fee language – replacement of the pass. Minor wording.
- Late payment interest is 24% - many universities want this lowered.
- Data sharing agreement
  - All of the information is available in the freedom of information request.
    - Data would be high level and not be released to the public.
  - Long term sustainability is the principal that a small group will be put together to look at how to make it a sustainable program.
  - Transitioning future board members would be very straight forward.

## 8. REPORTS FROM SOCIETY

### 8.1 Good News Stories

- Congrats to Enoch for the music extravaganza showcase
- Shout out to Vanna for dealing with the elections. Extra work was created for her and she has handled it well.
- Great work for the pub night and everyone who has helped out with the Justin Bieber and 2000s Pub Night.
- Thanks to Mel for her hard work.
- Congrats to Council for finishing their term for 2015-2016.
- Thanks to all the people who participated in the elections especially all the voters.

### 8.2 Report from Committees

#### STRATEGIC PLANNING COMMITTEE

- The Committee met this morning on March 31 and April 1.
- Revisions were made and sent to the Board for approval.

#### BUILD SFU

- The SUB is going as planned
- The Stadium is under negotiations and updates for both will be held in camera at today's Board meeting.

#### AFAC

- No updates

#### VCC

- The chalkboard has not come in yet.
- There is a \$100 honorarium, which the successor will take over and get it done.

- VCC has finished drafting a letter, GSS has pulled out of the agreement for various reasons and the cost will now be split 50/50 with SFU.
- Thank you for the feedback, please send in more ASAP.

#### FASC

- The Committee has had to FASC meetings and received a presentation from FBS.
- The Committee reviewed the 2016/2017 budget at the last meeting. Feedback has been received and will be incorporated.
- The last FASC meeting will take place next week and a recommendation will come to the subsequent Board meeting.

#### ADVOCACY

- The positive outcome with HIV and the law took place.
- Four Advocacy members will be going to Lobby Days this weekend: Kathleen Yang, Deepak Sharma, Brady Yano and Paul Hans.
- Fraser Library Campaign – The library will be open on Sundays for the month of April. Thanks to Christine and Brady for their hard work.

#### Brady – space –

- An email was sent out regarding space allocation. Productive meeting. Received some feedback and was sent to scott. Looking to have space at all three campuses

#### EVENTS

- The Committee has hosted two pub nights since the last meeting.
- They received a proposal from a student regarding a network
- Have had a proposal from a student regarding a networking event however the target audience was graduate students and the Committee decided it could not support that.
- SFU amazing race, Music Extravaganza and some de-stressing events will be coming up.
- The Committee will be working alongside Health and Counselling and the Advocacy Committee.

#### SCC

- The committee has met for the last time on Tuesday
- De-stressing week took place this week
- Outreach will take place for the Fraser Library

## GOVERNANCE

- The committee went over all outstanding documents.
- Motions will be submitted to the Board meeting on April 18, 2016.

## GRANTING

- Granting will have their last meeting on Wednesday.

### 8.3 Report from the CEO

- There was a flood yesterday afternoon, where grease traps backed up full and operations were halted for a few hours.
  - Noticed it in the pasta organico space – was in all the food and beverage operations. Was shut down until plumbing came.
  - Was driven to grease traps being better attended to. Everything was shut down.
- Will assess what the damage is and who will be responsible for clean up.
- A reminder note will be sent to the SCC regarding the licensing agreement. There is concern in regards to anywhere we occupy space.
- Meeting with GSS is set up next week, where the formal review of the agreement we have with the two groups will take place.
- The report for FBS operations will come in the coming weeks.

### 8.4 Council Update

- Council met for the last time this week.
- Tasked Pierre to provide a set of presentations
- Brief meetings.
- Darwin presentation

## 9. OLD BUSINESS

- Funding Proposal
  - As an organization, we are here to improve the undergraduate experience. The policy is meant to reflect the process that we currently have in place.
  - There is a long process to get something approved, it is a complicated process and creates a barrier for things to get done.
  - All the processes are different for different groups.
    - Access to funding and different support is contingent on what group they are and where they are situated.
  - The SFSS is looking to establish a single process for everyone with a clear criteria of evaluation, which will be the same for everyone and which will be messaged to all stakeholders.

- There are five stages of the process:
  1. Proposal submission
  2. Review of the proposal
  3. Proposal Approval/Rejection
  4. Appeals Process
  5. Report Submission
- The desire is to have the Board mandate staff to develop a pilot project regarding the above recommendation.
  - A budget will be included for the development of a web application for its administration.
  - It was suggested to have 5-10k put in for the development of the process plus staff timing.
  - This would change the way events are funded and what funding is provided.
- The process would be inclusive to everyone. The main goal of the process is the faster turnaround time.
- Board requested that the PowerPoint Presentation be shared with them.

## 10. NEW BUSINESS

### 10.1 REVISED STRAT PLAN

#### **MOTION BOD 2016-04-01:04**

#### **CURTIS/MELISSA AS AMENDED BY DARWIN/ARR**

Whereas the improvement of the undergraduate student experience and its academic, financial, social, and health and wellbeing components require careful planning and clear goal setting,

Be it resolved to formally adopt the SFSS Strategic Plan 2016-2019 as presented, and allow grammatical errors.

#### **TABLED TO THE NEXT MEETING**

#### ***DISCUSSION***

- Feedback was received and the committee met twice this week to review.
- The high level document is meant to set a strategic goal and will be shared with the membership.
- Tracked changes and current changes were reviewed by the Board.
- It was suggested to have a glossary page printed out and handed to each Board member
- It was suggested to not have the end May as a deadline as it is not realistic.
  - It was recommended to change to mid-June to be more realistic.
- It was explain that the dates were ambitious however they are achievable.
- Suggestion to change to mid june to show more realistic.
- The document was sent out to the Board yesterday. It was suggested to go through the grammatical errors today to prevent prolonging.
- It was suggested to take out “make change happen”

**\*\* Anjali left at 2:25pm**

- It was suggested to add a clause to include grammatical errors would be changed.
- Concern was expressed that the document still contains grammatical errors. It was desired to review the errors at today's meeting.
  - Opposition was expressed, as the errors were requested after the last meeting to be submitted by email.
  - It was explained that if Board were to approve the motion as it stands then the grammatical errors would reflect on the document.

**MOTION BOD 2016-04-01:**

**KATHLEEN/BARBARA**

Be it resolved to postpone the motion to the next meeting

**FAILED**

- It was suggested to include grammatical errors via email.
- Suggestion to strike "and make change happen to 4.4 – members should have to opportunity to make – specific to intended results from the efforts made. And the dollars spent on adv efforts.

**MOTION BOD 2016-04-01:**

**ARR/CURTIS**

Called the question

**FAILED**

**MOTION BOD 2016-04-01:**

**JAS/KATHLEEN**

Be it resolved to move to a five minute recess

**CARRIED**

**\*\*Board reconvened at 2:56pm**

- It was strongly recommended that Board review the completely revised document again and postpone the motion to the subsequent meeting.
- It was suggested that Board should not pass on more work to the incoming Board members, which can be accomplished today.

**MOTION BOD 2016-04-01:**

**KATHLEEN/CHRISTINE**

Be it resolved to postpone the motion to April 8, 2016.

**CARRIED**



### 10.3 IN CAMERA

**MOTION BOD 2016-04-01:06**

**DEEPAK/JAS**

Be it resolved to move the meeting to In-Camera

**CARRIED**

#### **IN-CAMERA DISCUSSION**

- HEALTH AND DENTAL PLAN
- LEGAL UPDATE

### 10.4 EXTEND MEETING

**MOTION BOD 2016-04-01:07**

**JAS/ARR**

Be it resolved to extend the meeting by 15 minutes.

**CARRIED**

### 10.5 EX CAMERA

**MOTION BOD 2016-04-01:07**

**JAS/DEEPAK**

Be it resolved to move the meeting to Ex-Camera

**CARRIED**

## 11. DISCUSSION ITEMS

- SFSS 2016/2017 budget
- The budget update did not take place today.
- Notes and changes were made after various meetings with the department heads.
- Updates will be sent to the committee by next Wednesday after the FASC meeting.
- The finalized version will be sent on Monday. Board will receive the budget but expect some changes to it due to the Wednesday FASC meeting.
- Barbara will send a list of the changes along with the finalized version.
- Please address questions to Barbara directly
- Will come forward as a motion on Friday.
- It was suggested to contact the incoming board to have them attend as well.

## 12. ANNOUNCEMENTS

- Sciences Rep Position
  - **Position:** Science Representative for the SFSS Board of Directors

- **Candidates:** Jimpreet (Jimmy) Dhesa, and Tomas Rapaport
- **Campaign Allowance:** \$25.00 each
- **Campaign Period:** Monday April 4th at 12:00am - Wednesday April 6th at 11:59pm
- **Voting Period:** Thursday April 7th at 12:00am - Thursday April 7th at 11:59pm (one day)

### 13. ATTACHMENTS

- 2016-03-07 Revised Granting Process Proposal

### 14. ADJOURNMENT

Adjournment – 3:59 pm



# Strategic Plan 2016 - 2019

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**April 2016**

## **A Message from the President and the Chief Executive Officer**

These are exciting and challenging times for the Simon Fraser Student Society. In 2015, we committed to a number of bold initiatives that will lead to important changes in how we govern, engage, communicate and provide effective services to meet the ever-evolving needs of our members. 2015 will also be remembered as the year when we secured the student support and the financing required to proceed with the most ambitious project that students at SFU have ever undertaken: the construction of a new student union facility.

In a year full of change, perhaps the most significant commitment that we have made is to formally separate how the Simon Fraser Student Society is governed from our day-to-day operations. The student-led Board of Directors has adopted new governance policies to help guide its work, to provide high-level direction to the Chief Executive Officer and to clarify and reinforce its role in setting the strategic direction for the Simon Fraser Student Society.

Our 2016 – 2019 Strategic Plan represents our first formal, significant effort to identify key initiatives that we will be pursuing for the next three years. Having a strategic plan will help us:

- ensure that there is continuity for key initiatives, even with significant annual turnover on our Board of Directors;
- create the future, rather than let it “happen to us”;
- focus our attention and our resources on initiatives that will generate the greatest positive returns for members;
- regularly evaluate our progress and share results with key stakeholders;
- adjust our services and operations to ensure that they aligned to our strategic direction.

With the confirmation that we will be building a new student union building and the possibility that a new stadium project may also be in the offing, we understand the need to take some new, significant steps that will bring SFSS to “the next level”. Our first ever strategic plan, in addition to the recently adopted governance reforms that we have undertaken, represent two significant commitments that we are making to better serve our members—undergraduate students at SFU. The third key commitment—a review of our internal operations—will be undertaken in our 2016/17 fiscal year.

We will continue to focus our energy and attention on engaging our members and other key stakeholders, providing services information and support to improve the undergraduate student experience and ensuring that we bring a strong, consistent and effective voice to the issues that matter most to our members.

While we will be undertaking some important changes in the coming years, we will not lose sight of what makes us unique. We will ensure that undergraduate students are engaged in our work, that we remain transparent in our operations and governance, and that we continue to create more opportunities to listen and respond to issues, opportunities and concerns expressed by

our members. We are excited about the future and we look forward to working with our members, our Board, our staff and other key stakeholders to deliver on the promising future that we see for the Simon Fraser Student Society!

Enoch Weng  
President, Board of Directors

Martin Wyant  
Chief Executive Officer

# Simon Fraser Student Society: Planning for the Community We Serve

## Introduction

The Simon Fraser Student Society was established in 1967. Since our inception, we have developed and maintained a strong tradition of working together with our members and other stakeholders to improve the undergraduate student experience at SFU. In the last 49 years, we have:

- been involved in hundreds of campaigns;
- hosted thousands of unique events;
- developed and delivered many key programs and services;
- advocated for many important changes for students;
- supported hundreds of thousands of students become more engaged with their school community and with each other.

While we have regularly grown to meet the needs of our members, we have done so without the benefit of a long-term plan to help guide our thinking and anchor the decisions that we need to make. As with many other non-profit organizations, we understand that our strengths are best realized if we take a planned approach that:

- Brings the full advantage of our connections to students, student groups and other stakeholders to the members we serve;
- Strengthens existing and cultivates new strategic relationships that leverage our assets;
- Identifies key priorities, related to our mission, to help us determine how and where we should invest funds, staff time and other resources;
- Ensures that our operations are effective, efficient and focused on adding value for members;
- Communicates regularly and effectively with our members and other stakeholders.

It is with this sense of purpose and intent that we embarked on our first strategic planning process in the fall of 2015. This document briefly outlines the internal and external environments for the Simon Fraser Student Society, reviews the processes that we used to gather information from key stakeholder groups and outlines our Strategic Plan for the next three years, along with the outcomes we expect to achieve in each year.

While we are pleased that we have developed the Strategic Plan, we also know that a number of unknown factors may influence implementation. As such, we will be regularly reviewing our progress and, as required, adjusting the plan to meet emerging member needs and material changes in our internal and external environments.

## The Internal Environment

The Simon Fraser Student Society has a dedicated and diverse staff team, comprised of permanent employees and temporary student employees. Employees are involved in the delivery of programs and services for students and in providing the administrative support that is required to successfully operate our organization.

The majority of our employees are unionized. Roughly half of our employees are attached to our Food and Beverage operations, which include the Highlands Pub, the Ladle and the Higher Grounds coffee bar. The rest of our employees are attached to our Administration operations, which includes our General Offices, Student Union office, Build SFU, Communications and Campaigns/Policy/Research.

We have a number of permanent employees who have been part of the SFSS family for many years, which is balanced by the student employees who weave in and out of our workplace while they are attending school.

We also have a committed, passionate and engaged Board of Directors, who are elected each year to govern the Simon Fraser Student Society and represent the interests of our members. Board members are elected to either executive or to faculty/at large roles. Board members represent a broad diversity of views and help ensure that we stay connected to the students we serve and the issues that matter to them.

Our internal environment is also significantly influenced by our relationships with:

- SFU administration;
- University-affiliated boards and committees;
- Leaseholders;
- Student unions, Council, clubs and other student-led groups;
- On-campus organizations who receive student fees but operate independently.

While we have a dedicated staff team, an engaged and energetic Board of Directors and a large contingent of volunteers, we also have a number of challenges that we need to address as we move forward, including:

- Clarifying and separating governance (Board) and operations (staff) roles and responsibilities;
- Defining and strengthening our relationship with key stakeholders;
- Addressing the implications of being seen as a “commuter” university;
- Being a distributed across a multi-campus environment;

- Building brand strength and awareness with members;
- Improving our internal and external communications;
- Strengthening the relationship between staff and Board;
- Modernizing our business processes;
- Ensuring that our programs and services are effective, efficient and valued;
- Providing the training, orientation and other support necessary to build capacity in Board, staff and volunteers.

Finally, it is important to note that we represent undergraduate students in three different campus locations, but the majority of our personnel, offices and other resources are housed on our Burnaby campus. As we move forward with our strategic plan, we will need to ensure that we allocate our services, support and resources fairly, transparently and in ways that meet the unique requirements of our members in all campus locations.

## **The External Environment**

The Simon Fraser Student Society operates in an external environment that includes a number of key stakeholders who have an important impact on our organization and the members we represent, including:

- Federal government;
- Provincial government;
- Municipal (Burnaby, Surrey, Vancouver) governments;
- Other student societies;
- Off-campus organizations who receive student fees but operate independently.

The nature of our relationships with each stakeholder varies. Our federal government traditionally provides access to funds to support students (e.g. student loans, scholarships, summer job programs, etc.), provides transfer funds to provinces to help pay for the majority of the costs associated with providing postsecondary education, and also provides research and development funds.

In addition to its legislative role, the province is responsible for determining where and how funds will be provided to postsecondary schools. The Ministry of Advanced Education has the overall responsibility for postsecondary education and training in British Columbia and, as such, has a direct and significant impact on the education of undergraduate students.



While municipal governments do not typically fund education, they are often involved in decisions regarding zoning, transportation and other areas that can have an impact on undergraduate students. All levels of government also take positions on a variety of issues, (such as pipeline development) and provide funding for infrastructure, services and supports (like transit and affordable housing) that are important to students.

Education, like health care, is often a “hot button” issue with senior levels of government. Rising tuition fees and other costs, student debt after graduation, the length of time required to graduate and the lack of sufficient funds to maintain SFU’s buildings have all been topics that are regularly discussed by our students.

## **Stakeholder Engagement**

As we approached the task of developing our first strategic plan, we understood the need to balance the urgency to get the plan completed with the need to conduct an effective consultation process with undergraduate students, staff members and the student leaders who comprise our Board of Directors. The majority of the planning work was completed by the Strategic Planning Committee, which included Board representatives with staff support.

We began with a survey of our undergraduate students, completed over a three-week period in the Fall of 2015. The survey was administered in-person at our Burnaby, Surrey and Vancouver campuses. We also sent out mass e-mail messages with links to the survey, employed social media and hand-distributed cards that included a link to the survey.

We received 1,775 responses, a sizeable return for our first-ever comprehensive student survey. Survey questions generated important feedback in a number of key areas, including:

- Overall knowledge of the services and support provided by the Simon Fraser Student Society;
- Views regarding the events that we stage for members
- Where we are seen to have strength;
- What we need to improve;
- Service priorities;
- Member communication preferences.

The survey responses gave us a good deal of information regarding member preferences and issues that they wanted to bring to our attention. The information we gleaned from survey responses is influencing priorities in our strategic plan and the knowledge we gained regarding the development and implementation of the survey will help us continue to refine our information gathering procedures in the years ahead.

We also conducted World Café exercises for our Board of Directors and our staff team during separate planning sessions. We focused on four core themes at each planning session:

- Discussing strengths, weaknesses, opportunities and threats related to the Simon Fraser Student Society;
- Reviewing the alignment of our programs and services to our mission of *improving the undergraduate student experience*;
- Confirming our mission
- Identifying new opportunities to strengthen engagement with members on all SFU campuses.

Our stakeholder engagement work, along with additional input from our Strategic Planning Committee and our Board of Directors, has provided us with a significant amount of information that we are using to inform our strategic plan. We would like to acknowledge and thank everyone who contributed their time, energy and ideas. Your input has been critically important and it has helped us chart our course for the next three years.

## **Key Themes Guiding this Strategic Plan**

The key themes that have emerged from our stakeholder engagement include:

- 1) We need to find new and better ways to engage with members on all campuses.
- 2) Our internal and external communications need to improve.
- 3) We need to continue to move forward with our governance reforms.
- 4) A review of our operations needs to be a priority.
- 5) Our advocacy efforts need to be more demonstrably linked to member needs and interests.
- 6) We need to strengthen relationships with key internal and external stakeholders.
- 7) We need to more clearly and regularly understand the needs of our members and this understanding should be reflected on our services, programs and our communications.
- 8) We need to harness technology more effectively.

- 9) We need to help build a stronger sense of community among the undergraduate students.
- 10) We do not want to lose sight of “what has been working well”.

### **Simon Fraser Student Society Strategic Plan 2016 – 2019: Synopsis**

<b><u>Strategic Initiative 1</u></b>	<b><u>Strategic Initiative 2</u></b>	<b><u>Strategic Initiative 3</u></b>
<b>Provide relevant, top quality services to meet current and emerging member needs.</b>	<b>Cultivate a leadership role in member engagement.</b>	<b>Build an effective, efficient and sustainable organization.</b>
<b>Objective 1.1</b> Evaluate current and proposed services against standardized criteria.	<b>Objective 2.1</b> Develop new and effective approaches to member engagement.	<b>Objective 3.1</b> Secure and develop the spaces and amenities required to enhance the student experience.
<b>Objective 1.2</b> Develop and implement an information and referral service for members.	<b>Objective 2.2</b> Strengthen our presence, services and support at all campuses.	<b>Objective 3.2</b> Ensure that services are delivered cost-effectively.
<b>Objective 1.3</b> Identify and assess emerging member needs.	<b>Objective 2.3</b> Strengthen our relationship with under-represented students.	<b>Objective 3.3</b> Be an “organization of choice” for employees.
<b>Objective 1.4</b> Develop annual operational plans for core service areas.	<b>Objective 2.4</b> Ensure that all in-person and virtual service touchpoints are engaging.	<b>Objective 3.4</b> Invest the resources necessary to deliver top quality services.

**Simon Fraser Student Society Strategic Plan 2016 – 2019: Synopsis**

<p align="center"><b><u>Strategic Initiative 4</u></b></p> <p><b>Communicate effectively with internal and external stakeholders.</b></p>	<p align="center"><b><u>Strategic Initiative 5</u></b></p> <p><b>Govern with distinction.</b></p>
<p align="center"><b>Objective 4.1</b></p> <p>Develop and implement a communications plan.</p>	<p align="center"><b>Objective 5.1</b></p> <p>Regularly review and refine Board governance policies and procedures.</p>
<p align="center"><b>Objective 4.2</b></p> <p>Strengthen our brand.</p>	<p align="center"><b>Objective 5.2</b></p> <p>Develop and implement annual Board work plans.</p>
<p align="center"><b>Objective 4.3</b></p> <p>Provide regular and meaningful opportunities to communicate with members.</p>	<p align="center"><b>Objective 5.3</b></p> <p>Ensure that Board performance is regularly reviewed.</p>
<p align="center"><b>Objective 4.4</b></p> <p>Be an effective voice for our members.</p>	<p align="center"><b>Objective 5.4</b></p> <p>Ensure that individual Director performance is reviewed.</p>

## **Simon Fraser Student Society Strategic Plan: 2016 – 2019**

### **Strategic Initiative 1:**

***Provide relevant, top quality services to meet current and emerging member needs.***

**Objective 1.1: Evaluate current and proposed services against standardized criteria, including:**

- Strength of alignment with our mission and values
- Demonstrated need.
- Performance benchmarks
- Financial viability
- Projected outcomes
- Member satisfaction

#### **Targeted Outcomes:**

- All existing and proposed services are considered against the criteria.
- Existing services will be adjusted, as required, to meet criteria.

#### **Strategies/Timing:**

- Develop evaluation tools. (2016/17)
- Test-implement on existing programs. (2016/2017)
- Refine the tool; formalize and adopt implementation procedures for existing programs. (2017/2018)
- Include results of service evaluations in annual Board reports. (2017/2018)

**Objective 1.2: Develop and implement an information and referral service for members.**

**Targeted Outcomes:**

- Members will have ready access to timely and relevant information regarding the SFSS services and support that is available to them.
- Members will receive the referral support for on-campus and select off-campus services.

**Strategies/Timing:**

- Develop the roster of internal SFSS and SFU services to include, and key external resources. (2017/18)
- Gather key information regarding each service. (2017/18)
- Determine the most effective methods of storing and updating the information. (2017/18)
- Develop the appropriate mechanisms to share information with students. (2017/18)

**Objective 1.3: Identify and assess emerging member needs.**

**Targeted Outcomes:**

- Relevant data is defined, collected and incorporated into strategy and decision-making.

**Strategies/Timing:**

- Assess and refine information gathering and reporting procedures related to SFSS services. (2016/2017).
- Select and secure the necessary tools to assist in surveying members (2016/17).
- Complete member needs assessment (twice annually, beginning 2016/17).

**Objective 1.4:      Develop annual operational plans for core service areas.**

**Targeted Outcomes:**

- Key stakeholders (Board, members, staff, partners) will be aware of our long-term and short-term plans.
- Investments in people, research, service development, facilities and technology will be targeted to our strategic and operational plans.

**Strategies/Timing:**

- Strategic goals for core services are presented to staff and Board for feedback. (2016/17)
- Operational plans will be completed in advance of the annual budget planning cycle (ongoing, beginning 2016/17).

## **Strategic Initiative 2:**

***Cultivate a leadership role in member engagement.***

**Objective 2.1:      Develop new and effective approaches to member engagement.**

### **Targeted Outcomes:**

- Members will increase their engagement, as seen by greater participation in the following SFSS initiatives:
  - Clubs and student unions
  - Student elections
  - Student events
  - Surveys
  - Student Boards, committees and other volunteer opportunities

### **Strategies/Timing:**

- Review our traditional approaches to engagement to assess “what worked/what didn’t work” (2016/17)
- Research best practices in member engagement (2016/17)
- Pilot new member engagement approaches (2016/17)
- Develop and implement new member engagement approaches (2017/18)
- Develop student volunteer program (2018/2019)

**Objective 2.2:      Strengthen our presence, services and support at all campuses.**

### **Targeted Outcomes:**

- Members from all campus locations will have a greater understanding of the role of the SFSS and the services available to them.

### **Strategies/Timing:**

- Determine the proportionate investment of resources to make in each campus location, based on enrolment in classes held at the various campuses (2017/18)
- Engage with students in Surrey and Vancouver to determine their campus-specific needs (2017/18)



- Establish effective and proportional representation of campuses in organizational governance (2016/17)

**Objective 2.3: Strengthen our relationship with under-represented students.**

**Targeted Outcomes:**

- Under-engaged students will increase their engagement, as seen by greater participation in the following SFSS initiatives:
  - Clubs and student unions
  - Student elections
  - Student events
  - Surveys
  - Student Boards, committees and other volunteer opportunities

**Strategies/Timing:**

- Identify student groups who are typically under-engaged (2016/17)
- Identify existing constituency groups with an interest in supporting under-engaged students (2016/17)
- Research best practices in engaging with under-engaged students (2016/17)
- Pilot new member engagement approaches (2017/18)
- Develop and implement new member engagement approaches (2017/18)

**Objective 2.4: Ensure that all in-person and virtual service touchpoints are engaging.**

**Targeted Outcomes:**

- Members will feel valued.
- Member feedback will be incorporated into service delivery.

**Strategies/Timing:**

- Develop an effective member service program for staff and Board (2017/18)
- Train existing staff and new hires to provide exemplary member service (2017/2018)

- Develop performance benchmarks (2017/18)
- Assess performance against benchmarks and adjust service delivery as required (2018/19)

### **Strategic Initiative 3:**

***Build an effective, efficient and sustainable organization.***

**Objective 3.1: Secure and develop the spaces and amenities required to enhance the student experience.**

**Targeted Outcomes:**

- Members will have the access to improved student-centric spaces and amenities in each campus.

**Strategies/Timing:**

- Complete construction of student union building and stadium (2018/19)
- Survey students in Surrey and Vancouver campuses to determine their priorities for space and amenities improvements (2017/18)
- Develop plans to address needs in Surrey and Vancouver (2017/18)
- Implement Surrey and Vancouver plans (2017/18)

**Objective 3.2: Ensure that services are delivered cost-effectively.**

**Targeted Outcomes:**

- We will be able to demonstrate the cost-effectiveness of our services.

**Strategies/Timing:**

- Develop a fully-costed service delivery model for each core service (2018/19)
- Identify opportunities to increase efficiency, decrease cost and maintain service quality (2018/19)
- Develop and assess performance benchmarks for each core service (2018/2019)

**Objective 3.3: Be an “organization of choice” for employees.**

**Targeted Outcomes:**

- Employees will feel valued, engaged and part of the SFSS team

**Strategies/Timing:**

- Identify the non-monetary working conditions that are most valued by staff and determine whether/how we can formally embed these into a renewed working conditions policy. (2016/17)
- Identify turnover and staff satisfaction benchmarks to be pursued. (2016/17)
- Expand the employee recognition program (ongoing, beginning in (2016/17)

**Objective 3.4: Invest the resources necessary to deliver top quality services.**

**Targeted Outcomes:**

- SFSS will be viewed by its members and other stakeholders as a top level non-profit organization.

**Strategies/Timing:**

- Redevelop website to improve its ease of use and overall functionality (2016/17)
- Secure consistent, professional IT support (2016/17)
- Ensure that staff and Board members have the tools they need to succeed in their work (2017/18)

## **Strategic Initiative 4:**

***Communicate effectively with internal and external stakeholders.***

**Objective 4.1:      Develop and implement a communications plan.**

**Targeted Outcomes:**

- Stakeholders will be more informed about our mission, services, events and our position on important issues.

**Strategies/Timing:**

- Develop, and implement a communications plan with specific strategies for members and key stakeholder groups (2016/17)
- Develop an internal communications plan for Board and staff (2016/17)
- Build key relationships with local and regional media leaders. (ongoing, beginning 2016/17)
- Publish stories on relevant student issues. (ongoing, beginning 2016/2017)
- Develop and share stories that profile our services and our people (ongoing, beginning 2016/17)
- Develop social media strategy (2016/17)

**Objective 4.2:      Strengthen our brand.**

**Targeted Outcomes:**

- The SFSS brand will be better recognized by our stakeholders.

**Strategies/Timing:**

- Appropriate signage will be prominently displayed at all SFSS events and in all SFSS offices, meeting rooms, conference rooms and food and beverage locations. (ongoing, beginning 2016/17)
- Develop and stage signature events (ongoing, beginning 2016/17)
- Distribute useful, SFSS-branded promotional items (ongoing, beginning 2016/17)
- Redevelop logos for all SFSS services (2016/17)

**Objective 4.3: Provide regular and meaningful opportunities to communicate with members.**

**Targeted Outcomes:**

- Members will be informed about key issues and will have the opportunity to shape their student society.

**Strategies/Timing**

- Stage annual engagement opportunities to encourage members to provide SFSS with feedback. (annually, beginning in 2016/17)
- Regularly determine member views on key issues (multiple times each year, beginning in 2016/17)
- Incorporate feedback opportunities into annual general meetings (annually, beginning 2016/17)
- Provide members with the opportunity to provide direction, by referendum, on potential changes to member fees, bylaw changes and other significant matters (annually, beginning 2016/17)

**Objective 4.4: Be an effective advocate for our members.**

**Targeted Outcomes:**

- SFSS will achieve measurable progress on issues that are important to members.

**Strategies/Timing**

- Facilitate and convene dialogues that address key issues (twice annually, beginning 2016/17)
- Involve members in determining key advocacy campaign efforts (annually, beginning 2016/17)
- Bring member issues to relevant stakeholders and make change happen (annually, beginning 2016/17)
- Communicate our results to our members (regularly, as results occur, beginning 2016/17)

## **Strategic Initiative 5:**

### ***Govern with distinction.***

#### **Objective 5.1: Regularly review and refine Board governance policies and procedures.**

##### **Targeted Outcomes:**

- Governance policies will continue to meet the emerging needs of the Board of Directors.

##### **Strategies/Timing**

- Provide ongoing governance training for all Board members (beginning 2016/17)
- Ensure that the Governance committee is appointed early each term, meets regularly and is well-supported by staff (every May, beginning 2016/17)
- Include a review of key governance policies as part of regular Board meetings (three times per year, beginning 2016/17)

#### **Objective 5.2: Develop and implement annual Board work plans.**

##### **Targeted Outcomes:**

- Each Board will work to be clear on its annual priorities.

##### **Strategies/Timing**

- A Board work planning process and template will be developed (2016)
- Each new Board will dedicate at least one full day together to plan its work (annually in early May, beginning 2016)
- Staff will prepare and deliver the necessary background information required for the Board to be aware of ongoing commitments and strategic initiatives for the year (annually in early May, beginning 2016)
- The Board will ensure that SFSS standing and ad hoc committees have members appointed (annually by mid-May, beginning 2016)
- Standing and ad hoc committees will recommend priorities to the Board (annually by end-of May, beginning 2016)

**Objective 5.3: Ensure that Board performance is regularly reviewed.**

**Targeted Outcomes:**

- The Board will be aware of its overall performance and will be able to adjust, as necessary, to achieve the Board work plan and to govern effectively.

**Strategies/Timing**

- Develop a Board evaluation tool and accompanying process (2016/17)
- Conduct Board evaluation (twice annually, beginning 2016/17)
- Share evaluation results with members (twice annually, beginning 2016/17)

**Objective 5.4: Ensure that individual Director performance is reviewed.**

**Targeted Outcomes:**

- Directors will receive the feedback they need to be grow as a Board member.

**Strategies/Timing**

- Develop a Director evaluation tool and accompanying process for executive and non-executive members (2016/17)
- Conduct Director evaluation (twice annually, beginning 2016/17)



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# PROPOSAL

## *REVISED GRANTING AND PROPOSAL PROCESS*

### ISSUE

Currently, there are a number of processes and organizational units disbursing money and resources to members, non-members, external organizations, and staff on an ad-hoc basis. None of these are consistent with each other. None have clear criteria according to which approval is granted. None are administered in a manner that provides for meaningful reporting and analysis. None are developed such that equal access and opportunity is made available to all members, or such that members are provided privileged access over and above non-members to these resources. None are developed such that external organizations are required to demonstrate that any SFSS contribution to their mandate serves its own.

### BACKGROUND

Historically, the SFSS has developed processes reactively or retroactively given financial and resource commitments of the Board or Board committees to individuals or groups requesting funding or logistical support. Typically, these 'processes' are the ad-hoc responses of staff departments who have been delegated the task of administering SFSS involvement in some initiative.

### CURRENT STATUS

The result of this reactive approach to process development and programming administration has been an inconsistent set of processes, managed by staff departments in isolation from each other, that serve only a segment of the membership, and to arbitrary extents. For instance,

1. Student union and club are provided with a formal process for accessing Society funds and logistical support, but the scale of that support is not equal. Moreover, in both cases, their access is contingent on staff work schedules.
2. Groups of interested members that do not belong to any formalized governance groups such as Hi-Five, the Women's Centre Collective, the Out on Campus Collective, the committee for the establishment of a sexual assault support centre on campus, have been provided only sporadic, inconsistent, and informal support on the basis of individual director support and pressure.
3. External groups such as CJSF, SFPIRG, Schools Building Schools, World University Scholarship Committee, independent vendors in the AQ, Embark (Sustainable SFU), and SFU to name only a few have been provided with variously privileged and significant access to SFSS funds, space, and staffing support for initiatives that have not been clearly tied back to the SFSS mission by means of regular and formal reporting on the benefit to the Society of its charitable contribution to

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their projects and programming. Moreover, some of these organizations have received multiple donations from various departments or processes for the same initiative.

## KEY CONSIDERATIONS

1. The SFSS is a not-for-profit, charitable corporation owned by the undergraduate students of SFU, registered as a charitable Society under the Society Act of BC, and with the fundamental purpose of serving the interests of its members (the undergraduate student of SFU).
2. Processes ought to be tailored to members' needs, rather than having members' access to services be limited by those processes.
3. Any disbursement of funds or investment of Society resources must be in the service of the mission and vision of the SFSS, as contained in the Board's policies.
4. Any process by which proposals are submitted to the Society ought to be clear, consistent, and evaluated on the basis of a well-communicated set of criteria.
5. Access to Society services should be modernized to meet the expectations of members.
6. Any access to Society resources must be singular, to ensure that organizational units are not acting at cross-purposes or providing members or external organizations opportunities to 'double or triple dip'.
7. All expenditure of society resources must be processed in a manner that allows for clear reporting and analysis in strategic as well as accounting terms.
8. Any process must be sufficiently flexible to adapt to new circumstances and member needs.
9. Above all, we must provide equal access to Society resources to all members of the Society, not privilege some groups like clubs and student unions on the basis of their formal status in our governance documents, and always privilege the needs and initiatives of members above external organizations.

## PROPOSAL

Establish a new web-based proposal/granting process accessible to all members and non-members, administered primarily via staff, except where those proposals are greater in scale than staff approval thresholds or where inconsistent with the Board approved annual budget. All approvals must be granted on the basis of consistent and pre-established evaluative criteria.

The process should have 5 stages:

1. Proposal Submission
2. Proposal Review
3. Proposal Approval/Rejection
4. Appeals Process
5. Report Submission

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## NEXT STEPS

1. Board mandate staff to develop a proposal regarding the above recommendation.
2. Board approve a budget for the development of a web application for its administration