

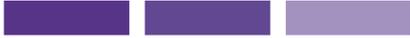


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**STRATEGIC**  
*2022* **PLAN** *2027*

**“MOVING THE SRC FORWARD”**

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# PREAMBLE



This Five-Year Strategic Plan is the first of its kind for the SRC, it began development in October of 2021. This plan was developed in consultation with students, SRC staff and board members through a series of focus groups, surveys, and meetings. The aim of this plan is to address three key priorities, organizational development, engagement and support, and transparency and accountability. Within these strategic priorities are several goals that address varying components of each priority. These goals then have a set of objectives that identify the specific actions required to achieve the goals and in turn the priority.

This plan was developed with the intention of supporting the development of the SRC over the next five years. It acts as a guiding vision for the organization and a reference point for future teams. Each year, the SRC executive team will select objectives that they will work on and present these objectives in an annual plan to the Board of Student Representatives at the first regular meeting of the year. They will proceed to present updates on their progress throughout the year and provide a final report at the last board meeting of their term.

# STRATEGIC PRIORITY 1

# ORGANIZATIONAL DEVELOPMENT

## **GOAL:** Ensure Continuity in the SRC

*The nature of Student Unions result in annual turnovers. It is important that a standard of excellence is maintained. To do so, this goal will ensure consistency in the training, values and impact of the SRC.*

### **Objective 1: Improve the Training of our Governance Body**

Develop a standard training procedure that meets the needs of the governance body. Ensure that this procedure can assess if indicators of success are being met. The procedure and assessment tools should be revisited annually to ensure proper training is maintained.

#### **Indicators of Success:**

- Understanding of the distinction between operations and governance within the SRC
- Standardized transition document for each role
- Understanding of one's own roles and responsibilities
- Understanding of the SRC structure

#### **Resources:**

- Board Reports
- Secretary General
- Robert's Rules of Order
- SRC By-Laws

### **Objective 2: Improving the Training of Management Positions**

Develop a standard training procedure to properly onboard all hired/elected management positions. Ensure that this procedure can assess if indicators of success are being met. The procedure and assessment tools should be revisited annually to ensure proper training is maintained.

#### **Indicators of Success:**

- Understanding of one's own roles and responsibilities
- Standardized transition document for each role
- Understanding of the SRC structure

#### **Resources:**

- General Manager(s)
- Previous transition documents
- SRC By-Laws
- SRC Alumni Network

### **Objective 3: Conceptualize the Values of the SRC**

Develop a student consultation strategy to identify important organizational values. Consolidate the list into a core group of values. Conceptualize these values and effectively communicate them to students to ensure an understanding of the SRC's organizational values.

#### ***Indicators of Success:***

- Document outlining organizational values
- Display of SRC values on media platforms
- Physical display of SRC values on campus

#### ***Resources:***

- Manager of Communications and Marketing
- General Manager(s)

### **Objective 4: Creation of an Annual Plan**

In consultation with the five-year strategic plan, develop a list of goals the executive team will accomplish in their one year term.

#### ***Indicators of Success:***

- Document Outlining SRC Annual Goals
- Goals equally distributed among executive roles
- Present annual goals to the BSR

#### ***Resources:***

- 2022-2027 Strategic Plan
- Past SRC Annual Plans

### **Objective 5: Creation of a 3-5 Year Strategic Plan**

In consultation with students, board members, and SRC staff, develop a plan that outlines the direction of the SRC over the next three to five years. Consultation should begin in September of 2026. Development of the plan should begin in November 2026. A final draft must be presented to the board for adoption by April 2027.

#### ***Indicators of Success:***

- Document outlining new five-year strategic plan
- Adoption of new strategic plan at the BSR

#### ***Resources:***

- 2022-2027 Strategic Plan
- General Manager(s)
- SRC Alumni Network

# STRATEGIC PRIORITY 1

# ORGANIZATIONAL DEVELOPMENT

## **GOAL:** Increase Job support

*Student Union work can be incredibly taxing work for members involved. It is important that proper job support exists. Proper support can include fair compensation, strategic workforce planning, and professional development.*

### *Objective 1:* **Provide Fair Compensation/Benefits**

Assess and compare each employed SRC role to their respective national average. Develop a plan to address any pay gaps for those who fall outside of the top 85%. Create a payscale that properly outlines and secures a base adjustment to salaries and benefits. Advocate for additional university support in the accessibility of student leadership roles through the reduction of tuition fees.

#### *Indicators of Success:*

- SRC salaries fall within the top 85% of their national average.
- Creation of a payscale for salary and benefits.
- Tuition reduction for Governance members

#### *Resources:*

- Student Association Salaries National Average
- Bishop's University Administration

### *Objective 2:* **Expand Support Staff**

Identify areas where additional employment can support the current responsibilities of the SRC. Create a plan outlining how new roles will benefit the SRC and when they will be implemented, while ensuring their financial feasibility. These roles could include, a receptionist, a policy maker, a facilities coordinator, or other support staff.

#### *Indicators of Success:*

- Responsibilities equate the number of hours listed for each role
- Plan outlining implementation of new staff and how the new salary expenses will be covered

#### *Resources:*

- Employee Contracts
- General Manager(s)

### **Objective 3: Provide Professional Development Opportunities**

Assess and dedicate resources to ensure that all management staff have professional development opportunities which include: conferences, training, certificates, and/or credited classes.

#### ***Indicators of Success:***

- Management Staff each have at least one professional development opportunity per year
- Minimum of \$17,500 dedicated to professional development annually

#### ***Resources:***

- General Manager(s)
- Student Union Networks
- Professional Development History

### **Objective 4: Revisit SRC Structure**

Review each role in the SRC to ensure that its criteria and responsibilities match the intention of the role's implementation. Revisit the roles that have strayed or have failed to meet their original intention. Make necessary changes to ensure that roles continue to meet the needs of the SRC.

#### ***Indicators of Success:***

- Reports providing an in-depth review of each role
- The alignment of a three-way comparison between the contract, the perceived responsibilities and organizational needs

#### ***Resources:***

- Past BSR Reports
- Secretary General
- Employment contracts
- SRC By-Laws

# STRATEGIC PRIORITY 1

# ORGANIZATIONAL DEVELOPMENT

## **GOAL:** Maintain a Positive Working Environment

*Each year new students are hired and elected to the SRC. In order for the SRC to be successful, a positive work environment is needed. Maintaining a positive working environment means establishing a healthy work culture and ensuring that teammates have the necessary interpersonal, and communication skills required to navigate the challenges of the SRC.*

### **Objective 1: Improve Interpersonal Skills Development**

Identify the key interpersonal skills needed in the SRC. Establish a training plan to develop these skills. Create a system that provides teammates with feedback to allow them to continue to develop their interpersonal skills.

#### **Indicators of Success:**

- Identify key interpersonal skills needed
- Conflict management/resolution training plan
- Establish an employee feedback system

#### **Resources:**

- Past SRC Training Plans
- Dr. Michael Teed
- SRC Alumni Network

### **Objective 2: Establish a Work Culture**

Once you have conceptualized the organization's values, develop a plan to socialize members of the organization to the values of the SRC. The socialization process should occur simultaneously with the training of governance and management staff. This plan should aim to develop the behaviours needed to meet the organization values.

#### **Indicators of Success:**

- Frequent employee recognition
- A document outlining the SRC Values, Vision and Mission
- Plan for socialization

#### **Resources:**

- SRC Alumni Network
- Dr. Michael Teed
- General Manager(s)

### ***Objective 3: Improve Internal Communication***

Create an internal communications plan which outlines effective means of communication between the executive team during events and other projects. This plan should include a strategy to ensure clear and effective communication year-round. Create an internal communications toolbox with communication resources such as, report templates, and standardized virtual communications methods.

#### ***Indicators of Success:***

- Internal Communications Plan
- Internal Communications Toolbox

#### ***Resources:***

- Previous Communications Training
- General Manager(s)
- Bishop's University Communications Toolbox

# STRATEGIC PRIORITY 1

# ORGANIZATIONAL DEVELOPMENT

## **GOAL:** Expand and Support SRC Services

*The SRC offers several important services to the student body. To continue to serve the student body, these services need to be supported with the necessary resources to accommodate their growing need. These services include; Toast Radio, SRC Extra, The Gait, and the Student Success Centre. Assessments of additional/other services are also needed to ensure the student needs are met.*

### **Objective 1: Toast Radio**

Develop a strategic framework that establishes a loyal audience by creating consistent and engaging content, merchandise, and the training and development of station hosts, while ensuring the financial sustainability of Toast Radio.

#### **Indicators of Success:**

- Establish consistent shows
- Average of 12 episodes per month for the year
- Average monthly plays of 150 for the year
- Strategic framework

#### **Resources:**

- Toast Radio Station Manager
- Manager of Operations and Services
- Manager of Communications and Marketing
- Toast Radio documents

### **Objective 2: SRC Extra**

Standardize the SRC Extra training plan and ensure that the GGC application process, external funding opportunities, and end of year reports are addressed. Develop a plan to address the lack of storage space for SRC Extra Groups. Establish a new role within the SRC that can provide individualized support for SRC Extra Groups, in a way that is fiscally responsible.

#### **Indicators of Success:**

- Standardized training plan for SRC Extra Groups
- Adequate SRC Extra storage space
- New SRC Extra support role

#### **Resources:**

- Student Life Department
- SRC Extra Manual
- Transition Documents
- General Manager(s)

### **Objective 3: The Gait**

With the creation of the Infrastructure Fee, establish a Consultation Committee for the Gait renovation plan, that will seek input from the student body. Develop a finalized renovation plan in collaboration with the University by 2024 year end. The renovation plan should support the needs of the entire student body by ensuring that the space is multifunctional in nature.

#### ***Indicators of Success:***

- Renovation plan
- Diversified services
- Consultation Committee for Gait renovation

#### ***Resources:***

- Manager of Operations and Services
- Gait Managers
- Infrastructure Fee

### **Objective 4: Student Success Centre**

Create key performance indicators (KPI) for the Student Success Centre, to assess the services provided and how they can be further developed. Using the information gathered from the KPIs, develop a strategic framework that optimizes the impact of the Student Success Centre.

#### ***Indicators of Success:***

- Key Performance Indicators
- Strategic framework

#### ***Resources:***

- Manager of Operations and Services
- Student Success Manager
- Academic Affairs Department

### **Objective 5: Assess Implementation of New Services**

Using data from student input surveys, identify potential gaps in current services on campus. Conduct an holistic analysis of the identified potential gaps to assess how the gaps can be addressed. If a new service(s) is/are required, conduct a feasibility study for its implementation.

#### ***Indicators of Success:***

- Student input survey
- Completed analysis of potential gaps in services
- Feasibility study of new services

#### ***Resources:***

- SRC Executive Team
- Manager of Operations and Services
- Student Services

# STRATEGIC PRIORITY 1

# ORGANIZATIONAL DEVELOPMENT

## **GOAL:** Ensure Adequate Financial Support

*The operational costs of the SRC have significantly increased over the last few years, resulting in what should have been a deficit budget. Wage subsidies, due to the pandemic, have allowed the SRC to breakeven, but without those subsidies, the organization can not financially sustain itself long term. The SRC also cannot expand or develop current initiatives to serve students due to the financial restrictions of our student fees. In order for the SRC to meet the growing needs of the student body, the organization must remain financially sustainable. To ensure the long-term financial sustainability of the organization efforts must be placed towards increasing student fees, developing and exploring non-student fee revenues sources and ensuring the proper allocation of the infrastructure fee.*

### **Objective 1: Increase Student Fees**

To alleviate a portion of the financial burden placed on the organization, increase the SRC fee by at least 6% each year for the remainder of this strategic plan. Reassess fee increases for the next strategic plan.

#### **Indicators of Success:**

- Fee increase of at least 6% each year
- Impact assessment of fee increase

#### **Resources:**

- Board of Student Representatives
- General Manager(s)
- Director of Finance
- SRC Alumni Network

### **Objective 2: Develop Current Non-Student Fee Revenue Sources**

Create a business plan for the SRC Print Shop to focus on the expansion of its operational capacities and establish it as a staple for community merchandise. Create a long-term vision of the Gait that ties into the renovation plan and addresses the needs of the community in order to increase its revenue.

#### **Indicators of Success:**

- Print Shop business plan
- \$20,000 SRC Print Shop revenue
- Gait strategic plan

#### **Resources:**

- Manager of Operations and Services
- Director of Finance
- SRC Stakeholders

### **Objective 3: Explore New Non-Student Fee Revenue Sources**

Analyze external opportunities that can provide financial support to the SRC by either offsetting current costs or providing additional funding. Create a document that outlines strategies for securing external funding. Specifically, identify donors, sponsors, grants, university financial support and/or other potential funding opportunities.

#### ***Indicators of Success:***

- External funding document
- \$40,000 in external funding annually

#### ***Resources:***

- Sponsorship Package
- Advancement Office
- SRC Alumni Network
- Bishop's University

### **Objective 4: Ensure Proper Allocation of Infrastructure Fee**

Establish an Infrastructure Fee oversight committee, open to all students, to oversee the proper allocation of the fund. This committee should ensure the timeline set for projects is maintained and within the projected budget. This committee should also develop detailed plans for the future investments in consultation with students.

#### ***Indicators of Success:***

- Infrastructure Fee oversight committee
- Completion of the Gait renovation by 2027 year end
- Detailed plan for the next project

#### ***Resources:***

- SRC Alumni Network
- General Manager(s)
- SRC President
- Bishop's University
- Infrastructure Fee Presentation

# STRATEGIC PRIORITY 2

# ENGAGEMENT & SUPPORT

## **GOAL:** Improve Student Participation

*The SRC works hard to serve students through a variety of programs and initiatives. As an organization that is run for students, by students, it is important that the proper resources are dedicated to ensure student participation and that students are encouraged to actively participate. This means increasing the number of candidates running in SRC elections, increasing voter turnout, improving awareness of volunteer opportunities and increasing event participation.*

### **Objective 1: Increase the Number of Candidates Running in SRC Elections**

Do an analysis on what positions are typically lacking applicants. Create an SRC role awareness plan specifically designed to inform students on the variety of roles available for election and the opportunities they bring. The plan should outline a recruitment strategy and how it will be implemented at least 1 month in advance.

#### **Indicators of Success:**

- SRC role awareness plan
- Minimum of 2 candidates per position

#### **Resources:**

- Manager of Communications and Marketing
- Secretary General
- Job Descriptions

### **Objective 2: Increase Voter Turnout**

Develop a comprehensive marketing strategy to increase awareness around election dates, how to vote, and where to learn more about the candidates. This marketing campaign should engage students in a holistic way including info booths, social media, emails, posters and classroom visits. The plan should be enacted at least one month before the voting date.

#### **Indicators of Success:**

- Marketing Campaign
- Minimum of 45% voter turnout

#### **Resources:**

- Manager of Communications and Marketing
- Secretary General
- Previous voter data

### **Objective 3: Improve Awareness of Volunteer Opportunities**

Develop the SRC website's volunteer page to streamline the volunteer application process by centralizing all volunteer information, including events, committees, focus groups, etc. Create an opt-in email list that allows students interested in volunteering the ability to sign up for notifications and updates. Use this email list to develop a consistent volunteer bank.

#### ***Indicators of Success:***

- Web page highlighting breadth of volunteer opportunities
- Volunteer email list
- Consistent reserve of SRC volunteers

#### ***Resources:***

- SRC Website
- Manager of Communications and Marketing
- Director of Events

### **Objective 4: Increase Event Participation**

Track attendance of all SRC events each year. Using this data perform a cost benefit analysis for each event. Using this information, implement strategies to improve events deemed necessary for the student experience. These strategies include, creating a marketing strategy, adjusting event logistics and event programming.

#### ***Indicators of Success:***

- Analysis of event turnout
- Analysis of event improvement strategies
- Marketing strategy

#### ***Resources:***

- Transition Documents
- Director of Finance
- Director of Events

# STRATEGIC PRIORITY 2

# ENGAGEMENT & SUPPORT

## **GOAL:** Expand Student Opportunities

*The SRC can also be used as a tool for student growth on campus. It is important to provide students a variety of ways in which they can develop their skill sets and passions. This can be done by increasing the number of student jobs within the SRC, the implementation of an SRC alumni network and improving the awareness of funding opportunities that the SRC provides.*

### **Objective 1: Increase Student Jobs**

Referring back to the work conducted in strategic priority one, goal two: “Expand and Support SRC Services”, conduct a feasibility analysis for the creation of student jobs that can address the needs indicated in that goal. Aim to create 8 new permanent student positions in the next five years.

#### **Indicators of Success:**

- Feasibility analysis
- Creation of 8 new student positions

#### **Resources:**

- General Manager(s)
- Manager of Operations and Services
- Strategic Goal “Expand and Support SRC Services”

### **Objective 2: Implement an SRC Alumni Network**

In collaboration with the Advancement Office and using the SRC archives, create a complete list of alumni who have been a part of the SRC through the years. This list should include their contact information, previous role in the SRC and current field of work. Using this list, develop relationships with SRC alumni to further support students and the organization as a whole.

#### **Indicators of Success:**

- List of SRC alumni contacts
- Annual SRC alumni event

#### **Resources:**

- Advancement Office
- SRC Archives
- General Manager(s)

### ***Objective 3: Improve Awareness of SRC Funding Opportunities***

The SRC manages the Gaiter Grants Committee, the Green Levy and the EDI Fund. Develop a communications plan to properly inform the study body of each of these funding opportunities. This plan should include social media posts, info booths and emails. Update the website to ensure that each of these funding opportunities encourages students to apply, while informing students about how the fund operates and why it was created.

#### ***Indicators of Success:***

- 50% of SRC Extra groups apply for GGC funding annually
- Three student applications to the Green Levy annually
- Information hub for EDI Fund

#### ***Resources:***

- Manager of Communications and Marketing
- Director of Finance

# STRATEGIC PRIORITY 2

# ENGAGEMENT & SUPPORT

## **GOAL:** Expand Student Support Resources

*The SRC's mission is to foster an exceptional university experience, this means that the proper resources are in place for students' needs. This encompasses resources for mental health, sexual culture, financial aid, social connection, and Equity, Diversity and inclusion.*

### **Objective 1: Mental Health**

Seek student input in relation to their mental health needs on campus. Ensure that this process seeks to understand what they need and what they know they have. Following this, assess current mental health resources on campus to determine if there are gaps in addressing student needs. Gaps might include; lack of information regarding the resources provided, the resource is not addressing specific needs, and/or the resource does not exist. If a gap is identified, create a strategy to address the issue. This should be done in collaboration with student services and other key stakeholders.

#### **Indicators of Success:**

- Assessment of student needs
- Assessment of mental health resources
- Resource improvement strategy

#### **Resources:**

- SRC Mental Health Committee
- Student Services
- BUUnited

### **Objective 2: Sexual Culture**

Seek student input in relation to the sexual culture of the campus. Ensure that this process seeks to understand what resources students need and what they know they have. Following this, assess current resources for the development of a healthy sexual culture on campus to determine if there are gaps in addressing student needs. Gaps might include; lack of information regarding the resources provided, the resource is not addressing specific needs, and/or the resource does not exist. If a gap is identified, create a strategy to address the issue. This should be done in collaboration with the sexual culture committee, health services, and student services along with other key stakeholders.

#### **Indicators of Success:**

- Assessment of student needs
- Assessment of resources for sexual culture
- Resource improvement strategy

#### **Resources:**

- Sexual Culture Committee
- Health Services
- Student Services

### **Objective 3: Financial Aid**

Seek student input in relation to financial support on campus. Ensure that this process seeks to understand what support students need and what they know they have. Following this, assess current financial support provided on campus to determine if there are gaps in addressing student needs. Gaps might include; lack of information regarding the support provided, the support provided is not addressing specific needs, and/or the support does not exist. If a gap is identified, create a strategy to address the issue. This should be done in collaboration with key stakeholders.

#### ***Indicators of Success:***

- Assessment of student needs
- Assessment of financial support
- Resource improvement strategy

#### ***Resources:***

- Recruitment & Retention Office
- Registrar's Office
- Advancement Office

### **Objective 4: Social Connection**

Seek student input in relation to social connection on campus. Ensure that this process seeks to understand what support students need and what they know they have. Following this, assess social connection opportunities currently provided on campus to determine if there are gaps in addressing student needs. Gaps might include; lack of information regarding the opportunities provided, the opportunities provided are not addressing specific needs, and/or the opportunities do not exist. If a gap is identified, create a strategy to address the issue. This should be done in collaboration with key stakeholders.

#### ***Indicators of Success:***

- Assessment of student needs
- Assessment of resources for social connection
- Resource improvement strategy

#### ***Resources:***

- SRC Extra
- BUnited
- Residence Life
- Athletics & Recreation

### **Objective 4: Equity, Diversity and Inclusion**

Seek student input in regard to equity, diversity and inclusion on campus. Ensure that this process seeks to understand what resources students need and what they know they have. Following this, assess current EDI resources provided on campus to determine if there are gaps in addressing student needs. Gaps might include; lack of information regarding the resources provided, the resources provided are not addressing specific needs, and/or the resources do not exist. If a gap is identified, create a strategy to address the issue. This should be done in collaboration with the Special Advisor in EDI and other key stakeholders.

#### ***Indicators of Success:***

- Assessment of student needs
- Assessment of resources for Equity, Diversity and Inclusion
- Resource improvement strategy

#### ***Resources:***

- Special Advisor in EDI
- SRC EDI Committee
- BU International

# STRATEGIC PRIORITY 3

# TRANSPARENCY & ACCOUNTABILITY

## GOAL: Improve External Communication

*Communicating to students effectively about what the SRC does and the benefits it offers students is crucial to ensuring transparency and accountability. Improving the external communication of the SRC can be done by developing an annual communications plan, simplifying access to information, and improving communication of SRC employment opportunities.*

### **Objective 1: Develop an Annual External Communications Plan**

Develop a communication plan aimed specifically at addressing the informational needs of the student body. This plan should outline strategies for the diffusal of important SRC information. It should also include sections like crisis management, media training, and important media partners. To complement this plan, create an external communication toolbox with templates for statements, press releases, and sponsorship packages as well as other branding information. This plan should be revisited annually to ensure upkeep.

#### **Indicators of Success:**

- Document outlining annual external communications plan
- External communications toolbox

#### **Resources:**

- Manager of Communications and Marketing
- Bishop's Communications Office
- Communication policies

### **Objective 2: Simplify Access to Information**

Conduct an analysis of current SRC communication outlets to determine if there are barriers in accessing information. Using the outcomes from this analysis, develop strategies to streamline access to a central source of information. The website can be used as a tool to achieve this goal. Ensure that the website is up to date with all the necessary SRC information such as bylaws, policies, budgets, SRC structure, updates and more.

#### **Indicators of Success:**

- Analysis of current communication outlets
- Document strategy for streamlining information
- All information is accessible on the SRC website

#### **Resources:**

- Website
- Manager of Communications and Marketing
- External communications plan

### *Objective 3:* **Improve Communication of SRC Employment Opportunities**

Create a marketing strategy to advertise SRC employment opportunities to students. This strategy should include updating the website, creating videos, posting on social media, sending emails, and/or hosting info booths, etc. Develop a calendar for internal use that outlines when hirings occur throughout the year, using this calendar develop an internal job posting schedule to ensure that there is proper communication of each employment opportunity within the SRC.

#### *Indicators of Success:*

- Marketing strategy
- Internal job posting schedule
- Not needing to extend application deadlines

#### *Resources:*

- Employment Contracts
- Manager of Communications and Marketing
- Manager of Operations and Services
- General Manager(s)

# STRATEGIC PRIORITY 3

# TRANSPARENCY & ACCOUNTABILITY

## GOAL: Expand Awareness of SRC Financials

*The SRC manages a significant budget and as a student union, it has a responsibility to be transparent about the allocation of funds. This allows the student body to hold the SRC accountable in ensuring that funds are used appropriately. To do this, the SRC needs to clarify the allocation of student fees, the financial goals of the SRC's operations as well the transparency of event spending.*

### **Objective 1: Clarify Allocation of Student Fees**

Develop a series of infographics to clarify the allocation of student fees. Start by outlining a breakdown of student fees and what portion of those fees the SRC collects. Identify how the SRC activity fee is allocated in the SRC budget. Host an annual Q&A in the Fall semester, to ensure that any remaining questions students may have about the usage of their SRC fees are addressed.

#### **Indicators of Success:**

- Infographic of student fee breakdown
- Annual Q&A for SRC fees

#### **Resources:**

- Director of Finance
- General Manager(s)
- Manager of Communications and Marketing

### **Objective 2: Clarify Financial Goals of SRC Operations**

Create a document outlining the financial goals of SRC operations such as the Gait, Toast Radio and the SRC Print Shop. These goals should explain how profit generated from SRC operations are reinvested into SRC projects and initiatives that benefit the student body. Once this has been clearly articulated, develop a communication strategy to inform students about the positive impact that revenue generated by SRC operations has on students.

#### **Indicators of Success:**

- Document outlining the financial goals of SRC operations
- Communications strategy

#### **Resources:**

- Manager of Communications and Marketing
- Director of Finance
- Manager of Operations and Services

### ***Objective 3: Improve Transparency of Event Spending***

Create a document outlining the financial goals of each SRC event such as Orientation Week, Winterfest, and Grad Formal. These event specific goals should determine whether the event's aim is to generate a surplus, breakeven or operate at a loss. Once this has been clearly articulated, develop a plan to inform students about the financial goal of the event and the cost to students, if any, associated with the event.

#### ***Indicators of Success:***

- Document outlining the financial goal of SRC events
- Event spending information plan

#### ***Resources:***

- Director of Events
- Director of Finance
- Manager of Communications and Marketing

# STRATEGIC PRIORITY 3

# TRANSPARENCY & ACCOUNTABILITY

## GOAL: Ensure Accountability of SRC Initiatives

*Every year, the SRC decides how it allocates resources to a variety of projects and initiatives. It is important that the SRC is accountable for the success of these projects and initiatives to ensure that the resources have been properly utilized. Therefore, the SRC should have safeguards in place to guarantee accountability, such as an SRC event checklist and a vetting process for new initiatives.*

### **Objective 1: Creation of SRC Checklists**

Develop a standardized checklist for each SRC event, outlining the tasks, equipment, volunteers, merchandise and other necessities required for the event. Develop a standardized checklist for each SRC operation, outlining the weekly responsibilities, staffing requirements, and other tasks relevant to those operations. These checklists should be used to help with the organization of SRC events and operations while also acting as a tool to keep the SRC accountable.

#### **Indicators of Success:**

- Standardized SRC event checklist
- Standardized SRC operations checklist

#### **Resources:**

- Director of Events
- Manager of Operations and Services
- Archived events checklists

### **Objective 2: Implement Vetting Process for New Initiatives**

After conceptualizing the values of the SRC (Strategic priority #1, Goal 1, Objective 3), develop a vetting process that is aligned with those values to determine whether new initiatives should receive resources from the SRC.

This vetting process should be based on best practices to avoid the presence of bias.

#### **Indicators of Success:**

- Research on best practices
- Document outlining the vetting process

#### **Resources:**

- General Manager(s)
- SRC Organizational values
- Board of Student Representatives

# TIMELINE

Each year the executive team will have freedom to choose objectives within this plan that have not yet been completed, with the exception of objectives that have been assigned to a specific year. In order to complete the plan within five years, each team must complete a minimum of 10 objectives each year. Should an objective not be complete, it should carry forward to the next year. The following breakdown illustrates the number of objectives each team must complete and if there are any specific objectives assigned:

## Year One:

- 10 objectives
  - Strategic Priority 1, Goal 1, Objective 4 “Creation of Annual Plan”
  - Strategic Priority 1, Goal 1, Objective 3 “Conceptualize the Values of the SRC”
  - Strategic Priority 1, Goal 4, Objective 3 “The Gait”
  - Strategic Priority 1, Goal 5, Objective 1 “Increase Student Fees”

## Year Two:

- 10 objectives
  - Strategic Priority 1, Goal 1, Objective 4 “Creation of Annual Plan”
  - Strategic Priority 1, Goal 5, Objective 1 “Increase Student Fees”

## Year Three:

- 10 objectives
  - Strategic Priority 1, Goal 1, Objective 4 “Creation of Annual Plan”
  - Strategic Priority 1, Goal 5, Objective 1 “Increase Student Fees”

## Year Four:

- 10 objectives
  - Strategic Priority 1, Goal 1, Objective 4 “Creation of Annual Plan”
  - Strategic Priority 1, Goal 5, Objective 1 “Increase Student Fees”
  - Strategic Priority 1, Goal 5, Objective 4 “Ensure Proper Allocation of Infrastructure Fee”

## Year Five:

- 10 objectives
  - Strategic Priority 1, Goal 1, Objective 4 “Creation of Annual Plan”
  - Strategic Priority 1, Goal 1, Objective 5 “Creation of 3-5 Year Strategic Plan”
  - Strategic Priority 1, Goal 5, Objective 1 “Increase Student Fees”