



UPEISU Strategic Plan

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About the UPEISU

Founded in 1969, the UPEI Student Union is the oldest incorporated student organization at the University of Prince Edward Island. With over 4,200 members, the UPEISU provides a range of services, including health and dental plans, funding, event programming, and more. The UPEISU is unique in that it is the primary student advocacy organization on PEI; in other provinces, this responsibility is managed by a dedicated provincial advocacy group.

The UPEISU is governed by a 27-member Council which is reflective of the many UPEI programs and student constituencies. Among other things, Council is responsible for setting and approving the broad strategic direction of the organization and hold the organization's executive members to account. The executive members, who work full-time during the summer and part-time during the fall and winter semesters, are responsible for managing day-to-day operations of the organization.

The Student Union has grown since the last strategic plan was completed. We've seen an increase in staff and staff hours, with the introduction of a clubs & campaigns coordinator, a number of new communications positions, and a director of communications and a vice president finance who now work over the summer. Student services have also expanded, with the UPEISU providing more student funding and support than ever before. The UPEISU has also finished paying down the mortgage on the Student Centre (for which we cover 45% of the operating costs), providing the organization with more ways to expand and improve our services.

The UPEISU is proud to have achieved numerous successes this decade which show the recognition of our organization as an effective voice for students. The Canadian Alliance of Student Associations (CASA) elected two UPEISU executives as the chair of their board, and another as the treasurer. The Canadian Organization for Campus Activities presented us with the Student Member of the Year (East) Award. The Canadian University Press awarded the UPEISU-funded student newspaper The Cadre with a prestigious John H. MacDonald Award which celebrates excellence in student journalism, the first in the newspaper's history.

The UPEISU has also built its brand as an important advocate on student issues, and we have seen this translated into tangible benefits for our members. Successful advocacy efforts include the the introduction of a smoke-free campus, an increase of provincial student loan maximums in 2016 (with yearly increases indexed to CPI), the expansion of student aid in 2018 that will result in free tuition for some Island students, per-student mental health funding to support on-campus services, and the inclusion of postsecondary institutions under the Freedom of Information and Protection of Privacy Act.

Why Draft A Strategic Plan?

The purpose of this strategic plan is to guide the direction and the priorities of the UPEISU over the next three years by envisioning the future and creating it. Historically, the SU had written one-year strategic plans which took effect in January and concluded in December. This imposed certain challenges; for example, separate executive teams had only a few months to complete the plans' goals, while also having to invest time in developing a new strategic plan.

In 2014-15, the UPEISU drafted its first three-year strategic plan to provide direction and strategic consistency over an extended period of time. A three-year term has likewise been adopted in this plan to provide more time and flexibility in tackle bigger goals as well as more time to measure and reflect on our successes and failures.

Process

The process of writing the UPEISU's strategic plan was a lengthy one, with extensive consultation at its heart. As the committee responsible for strategic planning, the New Initiatives and Future Directions Committee (NIFD) launched the strategic planning process in September 2017. The following is the general timeline of the planning process:

- A strategic planning discussion was held at Council's annual retreat in October, 2017.
- In January 2018, a subcommittee of NIFD was struck to continue work on the strategic plan.
- From February until April 2018, the UPEISU ran an online survey to collect feedback on the SU's operations and governance and to solicit suggestions for the future direction of the UPEISU.
- In February and March 2018, the UPEISU met with campus stakeholders including Student Affairs, the Department of Athletics and Recreation, and graduate students to solicit feedback on opportunities for future collaboration or areas in which the UPEISU could improve.
- In May 2018, the SU met with current and former staff to understand their experience working within the SU and their recommendations for growth. Data and information collected from these consultations, along with input from the UPEISU effective, were then used to create this document.
- In June 2018, suggestions for revised mission, vision, and value statements were solicited from the executive and SU staff, and statements from other organizations were considered. This data was synthesized to produce new mission, vision, and value statements that are easier to remember while still being reflective of what the UPEISU is and strives to be. The organization's values were, for the first time, defined to lend them weight and meaning.
- In September 2018, the final draft of the 2019-2022 strategic plan was presented to Council and approved.

Application of the Plan

Having been approved by Council, the strategic plan will be in effect until April 2022. The UPEISU executive committee and other designated staff will be responsible for the day-to-day implementation of the plan, while Council will be responsible for providing oversight and ensuring that progress on strategic goals is ultimately being made.

To assist with the execution of this strategic plan and the drafting of future strategic plans, a strategic planning policy has been written. This new policy enshrines responsibilities relating to progress reporting and the development and adoption of yearly plans by SU staff to achieve strategic goals listed in this and future plans.

At the first Council meeting of each year, each executive member will present an executive mandate outlining their goals and initiatives for their term in office, subject to the approval of Council. The mandates are expected to include goals outlined in this strategic plan, although executives are not limited from including goals not listed in this plan. At the unit level (i.e. The Nexus Yearbook, The Cadre, etc.), supervisors are expected to develop an annual operating plan describing how they will meet the goals of the strategic plan over the course of their employment. These plans will be circulated to the executive committee and NIFD for review.

During the strategic planning process, performance metrics were identified and are to be tracked annually going forward (see “Measures of Success”). Some metric data is already being collected through existing systems like financial statements or elections reports. In other cases, where metrics may have been newly identified during the writing of this plan, there is no available data upon which the UPEISU can establish benchmarks. It will be up to the discretion of goal leads (the individuals responsible for executing strategic goals) and Council to determine the appropriate methods of collecting this data, whether that be through general and targeted surveys or by other means. Along with regularly occurring performance reporting (i.e. monthly business reports), executives will present Council with metric performance data in January (in conjunction with executive evaluations) and in April.

To further promote reporting and public accountability around the plan, and to help alleviate lingering concerns about transparency, the UPEISU intends to launch “Open UPEISU” on its website. This will serve as the hub for progress updates on the UPEISU’s strategic plan, and will host other content and data that is relevant to our members. For example, this could include numerical data from consultation surveys, analytic data, data on the demographic composition of our election candidates and staff, and more.

UPEISU's Mission, Vision, and Values

Mission:

The UPEI Student Union exists to represent the interests of UPEI students and improve the student experience at UPEI.

Vision:

Through our efforts, students will enjoy the best possible academic and social experience while enrolled at UPEI.

Core Values:

Integrity and Accountability: Entrusted with handling students' resources and advocating on their behalf, our employees and elected representatives will conduct themselves in an honest and ethical manner and show consistency in their actions. We commit to what we say, we take responsibility for our actions, and we will work diligently to rectify any mistakes we might make.

Openness and Transparency: Our members, staff, and the greater community want to know what is happening in our organization, and we will communicate with them in a transparent way that meets their expectations. We will practice transparency by default, even when it is uncomfortable or difficult. We believe that justification is required to keep things private, not to make them public.

Inclusivity: We represent a diverse range of students from different places of origin and with different lived experiences. We will endeavour to make our organization as accessible as possible by actively incorporating all voices and dismantling barriers to participation so that all students feel included in student life.

Evidence-led: The use of evidence enhances the quality of our work and lends legitimacy to our positions and decisions. We will rely on consultation and research to guide our work in all aspects of the organization.

Financial and Environmental Sustainability: We will conduct our operations in a fiscally and environmentally responsible manner. Meeting the needs of our current members will not compromise the ability of future members to meet their needs.

Environmental Implications

The operating environment of the UPEISU exercises considerable influence on the ability of the organization to conduct its affairs now and in the future. The following are factors that the SU must navigate over the life of this plan:

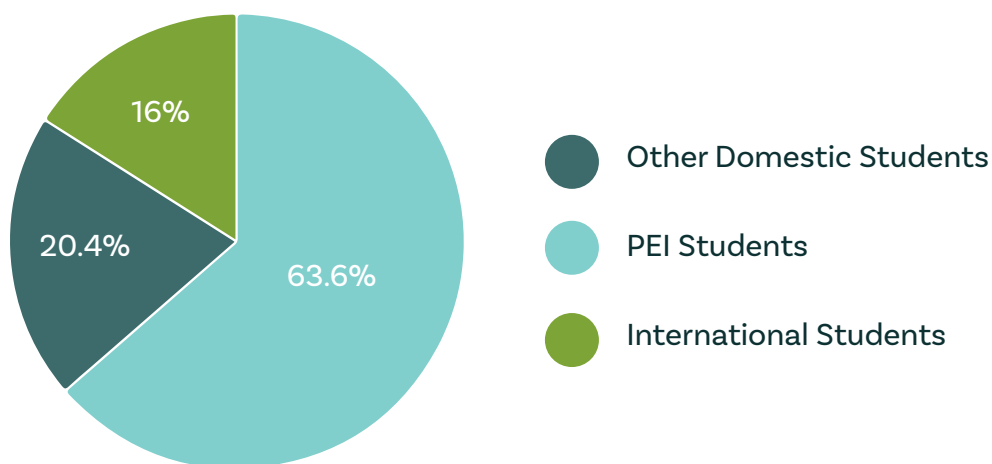
Campus Demographics

Since the development of the 2015-2018 strategic plan, the composition of UPEI's student body has and continues to shift in important ways, and this requires the UPEISU to adapt its services to meet changing needs.

Demographic shifts are especially noticeable in the off-Island and graduate student populations. The number of international students increased from 708 in 2014¹ to 1084 in 2017², a 53.1% increase over that period, while the number of domestic students decreased by 304, or -10.9%, over the same period. The number of graduate students also increased from 389 in 2014 to 427 in 2017, or 9.8%.

UPEI Student Population By Origin, 2014

Source: UPEI By the Numbers 2015



¹UPEI. UPEI By The Numbers. 2015.
Retrieved from: http://files.upei.ca/president/upei_by_the_numbers_2015.pdf

²UPEI. UPEI By The Numbers. 2017.
Retrieved from: http://files.upei.ca/president/upei_by_the_numbers_2017.pdf

Both graduate and international students face unique educational and social challenges, and their individual needs may differ from those of undergraduate and domestic students. This places a larger expectation on the SU to provide targeted programming and services to adequately address these challenges and needs.

Governance and Organizational Turnover

The realities of student governance create uncertainties for the UPEISU. Councillors and executive members turnover frequently as a result of one-year terms, creating barriers to long-term planning, skill development, and institutional memory. In something that can be either a positive or a negative, UPEISU members' perceptions of the organization overall are heavily influenced by their perceptions of the UPEISU's elected representatives. Good conduct by Council members may induce trust in the organization, but misconduct can just as easily produce lingering skepticism. These challenges require the SU to maintain a heavy focus on good, responsible governance and annual training, while also promoting the recruitment and retention of qualified student leaders.

Political Landscape

The provincial government plays an important role in improving the accessibility of postsecondary education on PEI. Each year, the government provides operating grants which form a significant portion of UPEI's annual revenue, and it also provides student financial aid to students through programs like the provincial student loan program, and its bursary and debt-reduction programs.

As an advocacy organization, the SU works to ensure that the government is developing and implementing programs that improve the lives of UPEI students. However, government is prone to change, whether it be shifting political priorities, cabinet or employee shuffles, or elections which replace elected officials or even the governing party. The SU must remain responsive to developments in provincial politics by promoting relevant advocacy asks and by working to develop positive working relationships on all sides of the legislature to ensure the needs of SU members are being met now and into the future.

Relationship with University Administration

Decisions made by the UPEI administration significantly affect the student experience of our members. Although the Student Union is an independent organization, it works closely with the University to deliver results for students. Over the life of this strategic plan, the University will be striking multiple search committees for senior administrators, many of whom work closely and collaboratively with the UPEISU. The result of the searches have the potential to disrupt existing relationships and ultimately the UPEISU's ability to better the student experience. The UPEISU must work to ensure that all senior administrators appointed are student-focused and committed to building a better experience for our members.

Financial Sustainability

Thanks to UPEI enrollment growth that has bucked regional trends, the UPEISU has seen an increase in revenue in recent years. Membership fees remain our greatest source of general operating revenue, representing \$620,298 in 2016-2017. Over the past years, the UPEISU has expanded its staff and has moved ahead with a six-figure refresh of the W.A. Murphy Student Centre. The SU must ensure that initiatives and internal growth are sustainable over the long-term.

Priority #1: Supporting Good Governance and Staff

The Student Union's legitimacy as a representative student organization is contingent on its members' trust and participation in its governance processes. Accordingly, the SU will work to become an organization that is more transparent, more reflective of its membership, and dedicated to providing its staff and elected representatives with the training they need to serve the students of UPEI.

1.1: Increase student participation in SU elections

As a student-governed organization, student participation in our election processes are essential. Spring election turnout in 2018 was just 21%, the lowest since 2014. Students must view themselves as owners of the organization and feel like they can influence its direction. The SU will work to increase overall voter turnout, with targeted initiatives aimed at improving turnout in constituencies that underperform the average.

1.2: Increase awareness of and confidence in student representatives

It is important for students to know and feel comfortable approaching their representatives. The SU will work with councillors to ensure constituents are familiar with their representatives and the support they can provide, moving toward the ultimate goal of increased confidence in student representation.

1.3: Develop programs that encourage students, especially those from underrepresented groups, to present themselves as candidates in Student Union elections

An SU survey showed that only 49% of students believed the makeup of Council was reflective of the student body. Governance research has shown that diversity in governance enhances organizational performance; despite this, data collected by the SU indicates that certain constituencies have historically been underrepresented in the composition of Council. Similar to initiatives like those seen at the University of Alberta, the UPEISU will develop programs to encourage more candidates to participate in elections.

1.4: Improve training programs for UPEISU councillors to ensure they understand their roles and have the skills to succeed

Although the SU organizes an annual retreat to educate incoming councillors about their roles and responsibilities, concerns have been raised that councillors still do not receive

enough training to adequately fulfill their roles. The SU will review the training it provides to councillors and will seek out best practices it could adopt from other student unions and not-for-profit organizations.

1.5: Strengthen training programs for UPEISU staff

During strategic planning consultations, current and former staff from multiple areas of the organization expressed a desire for better job-specific training. The SU will improve its staff orientation and provide more adequate training and resources to staff so they can succeed and feel confident in their roles.

1.6: Collect data to measure how well Council and SU staff reflect the composition of the broader student body

In response to a feedback survey, only 49% of students agreed that Council was reflective of the student body, and some students noted a lack of representation in SU staff. The SU will track demographic data relating to councillors and the successful candidates for jobs, and use that data to address underrepresentation.

1.7: Contribute to the Indigenization of the UPEISU

Although the SU has taken some steps to support Indigenization, including the introduction of land recognitions at the start of Council meetings, it still has much work to do. The SU will work to implement an Indigenous student representative on Council and will ensure that sufficient consultation is undertaken with the UPEI Mawi'omi Centre to create an election or selection process that is supported by the Indigenous community at UPEI. The SU will also explore other avenues to support Indigenous students.

1.8: Launch "Open UPEISU"

As an organization valuing transparency, the UPEISU will launch "Open UPEISU", a new platform to host organizational content that is important to students. The platform will be used to highlight progress on the strategic plan's initiatives and will host other data like the results of student consultations.

Priority #2: Boosting and Evaluating SU Services

The UPEISU plays a strong role in the delivery of services for students. The UPEISU is committed to growing our services to ensure students get the greatest possible value from their membership.

2.1: Review the Yearbook business model and provide a recommendation to Council regarding the Yearbook's future

With the increased use of social media to capture university memories, the UPEISU has been left with an excess of yearbooks. As a result, the Yearbook has been operating at a loss, losing \$18,557 in 2016-17. The UPEISU will review the business model of the Nexus Yearbook and provide a recommendation about its future to Council. Over this time, the UPEISU will continue to work at boosting yearbook sales.

2.2: Grow the profile and functionality of The Cadre

The Cadre is UPEI's only student newspaper and serves as an important source of on-campus news and opinions. Coming off years of increased web traffic along with a national award, The Cadre will work to grow its readership, become a respected publication, and build a new website.

2.3: Facilitate Volunteer Opportunities

Volunteering provides valuable occasions for learning, skill development, and relationship building. The UPEISU would like to make it as easy as possible for UPEI students to find meaningful volunteer opportunities.

2.4: Advertise the Health and Dental Plans

In response to a feedback survey, numerous students reported that they were unfamiliar with the extent of their insurance coverage and how to maximize their use of it. The SU will work to better advertise their plans, and encourage use of the flexible benefits account and online claim filing. The SU will also develop an annual report for the insurance plans, to be circulated to Council and the student body.

2.5: Explore the creation of Premium Health and Dental Plans

Student feedback indicated that only 45% of students were satisfied or very satisfied with the current SU insurance coverage, with some students desiring more expansive coverage from our health and dental plans. Other student unions offer multiple plans to better meet their student body's insurance needs. The UPEISU will look at the creation of additional health and dental plans to support students who might be seeking greater coverage.

2.6: Moving Toward a Profitable Business

With the merger of Mickey's Place and The Wave and a significant investment in our restaurant space, the SU must move its business operations toward profitability. The SU will focus on improving its bottom line, its beverage sales, and will draft a business plan. The SU will look at the possibility of new programming, including society pub nights.

2.7: Promote the Availability of SU Funding

An SU survey indicated that only 57% of students were aware that the SU provided funding for club and academic endeavours. The SU will promote the funding to maintain or improve its uptake.

Priority 3: Building Campus Community

The Student Union has an important role in building campus community, doing event programming for students and overseeing ratified campus clubs. The SU will ensure its student life efforts are financially sustainable and reflective of the diversity on our campus.

3.1: Increase SU presence within the Atlantic Veterinary College

Students in the Doctor of Veterinary Medicine program spend most of their time at the Atlantic Veterinary College on the edge of campus. As a result, DVM students are often missed by SU initiatives, events, and campaigns. The SU will make a greater effort to engage with this constituency by facilitating and supporting events at the AVC and consulting with their student leadership.

3.2: Support student-driven programming

The SU often receives feedback that there should be more events for certain constituencies on campus whose needs and experiences might differ from those of the average student. The SU has budgeted thousands of dollars to support student programming across different constituencies. The SU will assist recipients of this funding to execute events and will monitor the uptake of the funding.

3.3: Deliver sustainable programming that meets the needs of students

Events can serve as a source of revenue for the SU. The SU will focus on improving the event revenue it generates, with special attention given to net profit. The SU will additionally consult with students to ensure that events meeting their needs and expectations.

3.4: Promote club membership growth and facilitate development opportunities

Campus clubs are key agents of student engagement at UPEI, and their effectiveness is contingent on their ability to build a strong membership base within their club. In an SU survey, 64% of respondents reported that they were not members of a club. While lack of time (47%) was described as the biggest barrier, other barriers - like lack of awareness (6%), uncertainty regarding how to join (16%), or no clubs of interest (15%) - can be reduced by the SU. This requires effective recruitment and continued engagement. The SU will continue to

track the number of ratified clubs and will seek to track the demographics to measure equity in club executives. More broadly, the UPEISU will furthermore seek to develop a method to more accurately track the number of club members, which will involve evaluating the feasibility of a new membership card initiative.

3.5: Facilitate development opportunities for club executives

Equally important as a strong membership base are development opportunities for club executives. The SU will provide workshops to give club executives the training they need to succeed, and will review its educational offerings and methods of delivery to ensure they meet the needs of executives.

3.6: Ensure the operational sustainability of clubs

Many clubs still struggle in implementing the structures and processes that support good financial practices and long-term sustainability. The SU will work with clubs to address any outstanding issues and will encourage clubs to open bank accounts and seek out a staff or faculty advisor. The UPEISU will also aim to have incoming club executives adequately transitioned by their predecessors by developing transition materials and encouraging clubs to draft annual reports highlighting their activities during the year.

3.7: Execute relevant and inclusive campaigns

According to an SU survey, 42% of students were somewhat familiar with SU campaigns, while another 34% were not so familiar or not at all familiar with campaigns. Almost 70% of students reported finding value in campaigns, while 52% believed the current types of campaigns were diverse enough. The SU also heard concerns about a lack of consultation in its event- and campaign-planning processes. The SU will work to increase students' familiarity with campaigns while tailoring them to be relevant to students. Consultation guidelines will also be established to ensure the SU is being inclusive of people affected by its campaigns.

Priority #4: Expanding Advocacy and Outreach

One of the UPEISU's most important responsibilities is representing the interests of students to the university administration and the various levels of government. This responsibility is heightened with the absence of a provincial student advocacy group.

4.1: Build grassroots support for our advocacy efforts

In response to a survey, 44.8% of students indicated they were satisfied or very satisfied with the SU's advocacy efforts, while 40.7% were neither satisfied or dissatisfied. We will work to properly balance the will of the student body and the political environment when selecting our advocacy priorities and will articulate our efforts on those priorities to ensure that students are familiar with and confident in our work. We will also promote our lesser-known advocacy services, like academic complaint support.

4.2: Advance student's interests through policy development

Every year, the UPEISU develops new external advocacy policies, and reviews each policy three years after their approval. These policies define the organization's position on issues of importance to students, and while the UPEISU has robust policy in some areas, there are others that are ripe for development, especially at the municipal level. The SU will continue to develop external advocacy policies to address issues as they arise.

4.3: Educate the public by contributing to policy publications

In recent years, the SU has made larger contributions to the collective vision for postsecondary education through the publication of white papers and other policy documents. These contributions have included collaborations with Atlantic student associations on addressing mental health and with other members of the Canadian Alliance of Student Associations on sexual violence prevention. The SU will play an active role in educating the public by creating and participating in publication opportunities.

4.4: Review our membership in external organizations

The SU is a member of numerous organizations: the Canadian Alliance of Student Associations (CASA), the Canadian Federation of Students (CFS), Canadian Hospitality Managers Association (CHMA), Association of Managers In Canadian College University and Student Centres (AMICCUS-C), the Canadian Organization of Campus Activities (COCA), and the Campus Trust. The SU will review their membership in these organizations to assess the value it and its membership receive from them.

Measures of Success

The purpose of this section is to provide key performance indicators for measuring the progress of the goals listed in this plan. These metrics should not be considered as final; better or complimentary metrics may be identified.

The UPEISU has adopted the following assumptions toward our metrics³:

1. Metrics, appropriately used, can promote progress and continuous improvement by holding individuals or areas of the organization accountable;
2. Metrics can have unintended negative consequences if the focus is solely on moving the numbers, as opposed to focusing on the larger purpose of the metric;
3. No single metric is perfect;
4. In most instances, the metrics are most meaningful when considered in combination with other metrics;
5. Each of the metrics or indicators should be viewed in an overall qualitative context and judgment about its meaning; and
6. Metrics should be developed and refined using input from persons most closely associated with the underlying areas being assessed;
7. Respondent demographic information should be considered when reviewing subjective metric data collected via surveys⁴.

Each goal has been assigned a lead who will be responsible for completing the goal and reporting on its progress.

³Adopted from Fisk University's 2013-17 Strategic Plan and modified.

⁴For example, a survey answered primarily by first-year students, who are generally less familiar with the campus than upper-year students, may have skewed results.

Priority #1: Supporting Good Governance and Diversity

Key Performance Indicator	Performance Targets			
	Benchmark	2019-2020	2020-2021	2021-2022
Goal 1.1: Increase student participation in SU elections		Goal Lead: President		
% of SU members who voted overall				
Fall Election	19.8%			
Winter Election	NEW			
Spring Election	21.2%			
Lowest % of students who voted in a given constituency	X%			
# of candidates per vacant position	TBD			
Fall Election	X			
Winter Election	NEW			
Spring Election	XX			
Goal 1.2: Increase awareness of and confidence in student representatives		Goal Lead: President		
% of students who know who their Council representative(s) is(are)	NEW			
% of students who know how to contact their faculty representative(s)	NEW			
% of students who think representation provided by councillors is effective				
% of students who think Council is reflective of the student body				

Goal 1.3: Develop programs that encourage students, especially those from underrepresented groups, to present themselves as candidates in Student Union elections

Goal Lead: President

# of students receiving candidate training	NEW			
International student candidates as a % of all candidates				
Non-male candidates as a % of all candidates				

Goal 1.4: Improve training programs for UPEISU councillors to ensure they understand their roles and have the skills to succeed

Goal Lead: President

Not sure, councillors reporting confidence?	NEW			
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Goal 1.5: Strengthen training programs for UPEISU staff

Goal Lead: Vice President
Finance

% of staff reporting that training gave them necessary skills and knowledge	NEW			
The Fox & Crow	NEW	NEW	NEW	NEW
The Cadre	NEW	NEW	NEW	NEW
Nexus Yearbook	NEW	NEW	NEW	NEW
Office Staff	NEW	NEW	NEW	NEW
% of staff who'd recommend working at the SU				

Priority #2: Boosting SU Services

Key Performance Indicator	Performance Targets			
	Benchmark	2019-2020	2020-2021	2021-2022
Goal 2.1: Review Yearbook business model and provide a recommendation to Council regarding the Yearbook's future		Goal Lead: Vice President Finance		
Review Conducted	N/A	Recommendation presented to Council	Recommendation enacted	N/A
Yearbooks sold	X		TBD pending result of Yearbook review	TBD pending result of Yearbook review
Goal 2.2: Increase the profile and functionality of The Cadre		Goal Lead: The Cadre Editor-in-Chief		
# of page views on website	69,978			
September	7,802			
October	7,713			
November	10,337			
December	8,950			
January	14,522			
February	5,254			
March	15,400			
Number of journalism award nominations	1			
New website				
Goal 2.3: Facilitate volunteer opportunities		Goal Lead: Vice President Student Life		
Number of student-at-large and volunteer positions within the SU	N/A			
Facilitate opportunities through the volunteer matchmaker	1,200 matches (2015-16)			

Students registered for volunteer matchmaker	X			
Organizations registered for volunteer matchmaker	X			
Goal 2.4: Advertise the Health Plan		Goal Lead: Vice President Finance, Administrative Coordinator		
Number of claims filed online	N/A			
Use of flexible benefits account (% and total \$)	(total \$\$?)			
Produced an annual report on health plan detailing coverage changes and statistics				
Goal 2.5: Explore the Creation of Premium Health and Dental Plans		Goal Lead: Vice President Finance, Administrative Coordinator		
Report and recommendations sent to Council				
Goal 2.6: Move Toward a Profitable Business		Goal Lead: Vice President Finance, Bar Manager		
Net Profit/Loss	-\$35,280 (Wave & Mickey's combined, 2016-17)			
Creation of a business plan	NEW			

**Goal 2.7: Promote the Availability of
SU Funding**

**Goal Lead: Vice President
Finance, Director of
Communications**

<p>% of students aware of funding</p>				
<p>Funding Granted (Applications Approved/ Received)</p>	<p>XXXXX(YY/ZZ)</p>			
<p>AVC Club Graduate Undergraduate</p>	<p>XXXX(YY/ZZ) XXXX(YY/ZZ) XXXX(YY/ZZ) XXXX(YY/ZZ)</p>			

Priority #3: Building Campus Community

Key Performance Indicator	Performance Targets			
	Benchmark	2019-2020	2020-2021	2021-2022
Goal 3.1: Increase SU event presence within the Atlantic Veterinary College		Goal Lead: Vice President Student Life		
Events hosted (in full or in part) and/or funded by the UPEISU at the AVC	??			
Goal 3.2: Support student-driven programming		Goal Leads: Vice President Student Life, Vice President Finance		
Constituency events funded by the UPEISU	NEW			
Uptake of funds, as a percentage	NEW			
AVC	NEW			
First-year	NEW			
Graduate	NEW			
International	NEW			
Goal 3.3: Deliver sustainable programming that meets the needs of students		Goal Lead: Vice President Student Life		
% of students who feel events are relevant to their interests	??			
Event Revenue	\$45,067 (2016-17)			
Event Net Profit	-\$12,564 (2016-17)			

Goal 3.4: Promote club membership growth		Goal Lead: Vice President Student Life		
# of ratified clubs % of students reporting membership in a club	46 (2017-2018) 36%			
Goal 3.5: Facilitate development opportunities for club executives		Goal Lead: Vice President Student Life		
# of club executives trained	10 (2015-16)			
Goal 3.6: Ensure the operational sustainability of clubs		Goal Lead: Vice President Student Life		
% of clubs with a bank account	NEW			
% of clubs with a faculty or staff advisor	43%			
Membership cards distributed	NEW			
% of clubs reporting executive transition	NEW			
% of annual reports created	NEW			
Goal 3.6: Ensure the operational sustainability of clubs		Goal Lead: Vice President Student Life		
% of students who agree that we campaign on topics that matter to them	NEW			
Familiarity with campaigns	NEW			
Development of planning/consultation guidelines	NEW			

Goal 3.7: Execute relevant and inclusive campaigns

Goal Lead: Vice President Student Life

% of students who agree that we campaign on topics that matter to them	NEW			
Familiarity with campaigns	NEW			
Development of planning/consultation guidelines	NEW			

Priority #4: Expanding Advocacy and Outreach

Key Performance Indicator	Performance Targets			
	Benchmark	2019-2020	2020-2021	2021-2022
Goal 4.1: Building grassroots support for our advocacy efforts		Goal Lead: Vice President Academic & External		
% of students who feel our advocacy reflects their needs % of students who agree that we advocate effectively on their behalf # of students accessing academic complaint support	??			
Goal 4.2: Advance students' interests through policy development		Goal Lead: Vice President Academic & External		
# of new policies approved # of policies reviewed				
Goal 4.3: Educate the public by contributing to policy publications		Goal Lead: Vice President Academic & External		
# of white papers drafted by the SU or in collaboration with other organizations				
Goal 4.4: Review our membership in external organizations		Goal Lead: Vice President Academic & External		
Review completed				

Priority #5: Communication

Key Performance Indicator	Performance Targets			
	Benchmark	2019-2020	2020-2021	2021-2022
Goal 1: Increase engagement in SU elections		Goal Lead: President		
Social Media Engagement	NEW			
Facebook Likes	X			
Twitter Followers	XX			
Instagram Followers	XXX			
Snapchat Friends	XXXX			
Newsletter Open Rate	%			

We Still Want to Hear from You!

Although we have finished our strategic plan, we still welcome your ideas and feedback.

Below are a list of people you can contact to provide it:

Position

Email

President	president@upeisu.ca
Vice President Academic & External	vpax@upeisu.ca
Vice President Finance	vpfinance@upeisu.ca
Vice President Student Life	vpstudentlife@upeisu.ca
Chair of Council	chair@upeisu.ca
Accessibility	accessibility@upeisu.ca
Arts Representatives	arts1@upeisu.ca arts2@upeisu.ca
Board of Governors Representative	board@upeisu.ca
Business Representatives	business1@upeisu.ca business2@upeisu.ca
DVM Representative	dvm@upeisu.ca
Education Representative	education@upeisu.ca
Engineering Representative	engineering@upeisu.ca
First-Year Representative	firstyear@upeisu.ca
Graduate Student Representative	graduate@upeisu.ca
Health & Wellness Representative	healthwellness@upeisu.ca
International Representative	international@upeisu.ca
Math & Computational Sciences Representative	smcs@upeisu.ca
Nursing Representative	nursing@upeisu.ca
Science Representatives	science1@upeisu.ca science2@upeisu.ca science3@upeisu.ca
Senate Representatives	senate1@upeisu.ca senate2@upeisu.ca senate3@upeisu.ca graduatesenate@upeisu.ca
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