

A photograph of two women standing in a kitchen, smiling. They are wearing dark t-shirts with the SABVC logo. The woman on the right is also wearing a lanyard with a student ID card. The background shows a metal shelving unit and a window with blinds.

# SABVC Strategic Plan

Enriching the SABVC experience by connecting minds and hearts

2021 - 2024



Students' Association of Bow Valley College



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# MISSION, VISION & CORE VALUES

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Students' Association of Bow Valley College (SABVC) is a non-profit organization dedicated to the effective representation of Bow Valley College learners. We strive to encourage and support our membership in order to enhance the overall student life experience on campus.

**Mission statement:** Our mission is to provide effective representation, a positive campus experience, and exceptional support services to all members.

**Vision statement:** To be a leader in learning experience, accountability, and innovative student representation.

## Core Values:

- **Connection:** *Strong connections to our community*
- **Accountability:** *Accountability and commitment from student leaders and staff*
- **Opportunity:** *Embracing opportunities for change*
- **Trust:** *Developing stakeholders' trust*
- **Innovation:** *Innovative leadership*

# ORGANIZATIONAL DESCRIPTION

According to the SABVC Bylaws 2020, the Association is comprised of 13 student leaders (Figure 1). Together, they work to carry out SABVC’s mission and vision on behalf of the BVC student body.

- **Councillors:** seven Councillors, one representative of each BVC School; one Councillor as the Indigenous representative; one Councillor as the Regional representative
- **Executive Committee:** Director of External Affairs; Director of Internal Affairs; Director of Finance; Board of Governors Representatives
- **Board of Governors Representatives:** an *internal* representative – the Chair; an *external* representative – nominated by Students’ Council

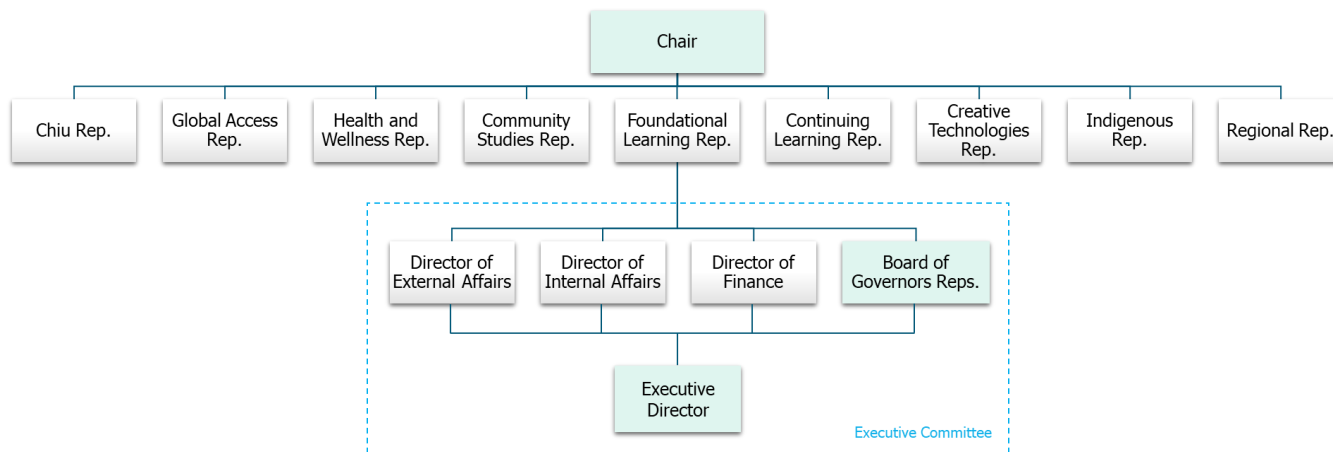


Figure 1. SABVC Organizational Chart

# STAFF DESCRIPTION

In 2020, the staff team is composed by seven staff members and two contractors allocated in seven cross-departments, in an organic structure, as described in Figure 2. The main goal of this restructure is to prepare SABVC for a future growth.

- **Executive Director's Office:** Students' Association business administration; management of SABVC's operations and assets; staff management and supervision
- **Executive Assistant's Office:** administrative support; reception; Students' Council assistance; Executive Committee assistance; meeting's records
- **Finance and Audit:** finance management; budget; audit; funds management; financial aid
- **Research and Innovation:** governance and political affairs; external advocacy; bylaws and policies; research and surveys; strategic plan; public relations; people development; career
- **Communications and Community Engagement:** marketing and communications; media and social media; website; events; campus engagement
- **Student Support and Services:** academic support; internal advocacy; student wellness and mental health; clubs; student services; volunteer program
- **Gallivan Department:** health and dental plan; mywellness.ca

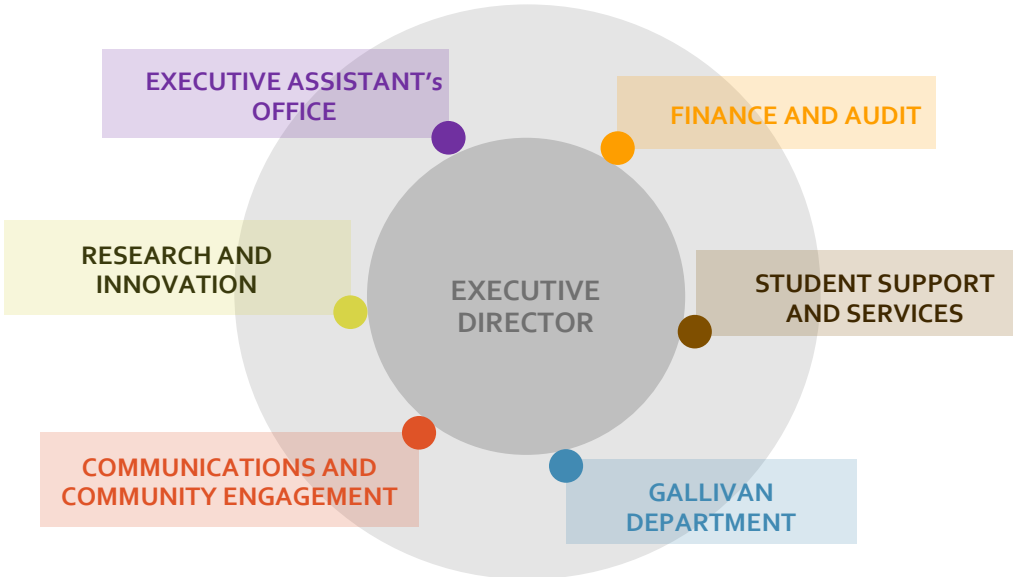


Figure 2. SABVC Staff Chart

# SWOT ANALYSIS

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The following SWOT Analysis has assessed the Association's environment's internal drivers (strengths and weaknesses) and external drivers (opportunities and threats). The analysis refers to 2019-2020 period and presents an accurate picture of SABVC's position as an organization. With a combination of a departmental analysis and the SWOT analysis, we were able to determine where we are and where we want to be in the next years.

Here are the highlight points of the departmental analysis:

- **Finance and Audit:** the department carries great responsibility providing accurate data and reports to auditor firms to ensure SABVC has a transparent financial management. Be ready for audits is its primarily goal; managing SABVC budget with student leaders and respond to stakeholders' requests are also its priority.
- **Research and Innovation:** bylaws and policies in place are a strong asset of SABVC, however, the department still needs to emphasize on advocacy and governance initiatives. It is expected more engagement with student leaders and stakeholders, specific research, and department's growth.
- **Communications and Community Engagement:** although SABVC has a strong social media presence, the website needs to be refreshed. It is also necessary to modernize marketing strategies to promote student engagement and increase SABVC's awareness. Workload is a challenge; the department needs to grow.
- **Student Support and Services:** food bank is one of the main accomplishments in 2019, followed by an increase in volunteer opportunities and student attendance at mental health events. However, main services and resources offered by SABVC are accessible only to downtown campus students.
- **Executive Assistant's Office:** the department provides direct assistance to the Executive Director and to the Executive Committee, which can be a challenge since the office is also the Students' Association reception area.

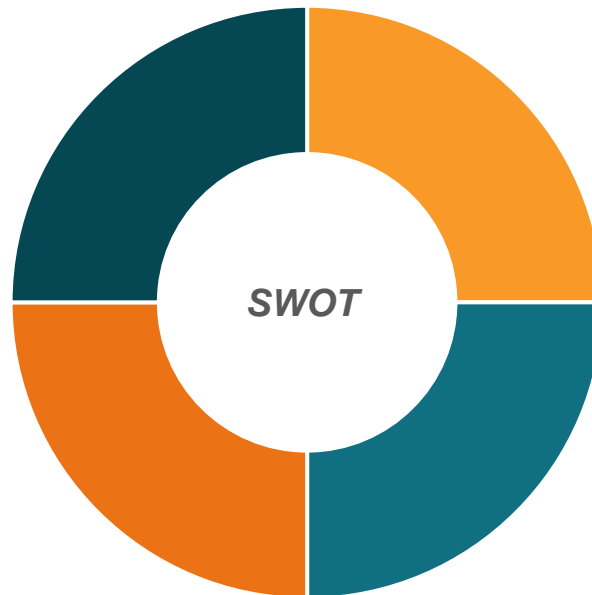
Figure 3 shows a summary of SABVC's SWOT Analysis.

### STRENGTHS

- Effective management
- Staff support each other
- Experienced staff
- Successful audits
- Healthy budget
- Bylaws, policies
- Friendly welcoming environment
- Diversity
- Positive relationship with College

### OPPORTUNITIES

- Improving SABVC's relations with Regional Campuses and Iniikokaan Centre
- Online student engagement
- LGBTQ+
- Partner and sponsorships



### WEAKNESSES

- Healthy but not large budget
- Long-term strategy
- Number of staff members
- Space is close to being maxed out
- Event driven
- Cultural differences
- Engagement with students other than the international community

### THREATS

- Political impacts coming from government's decisions
- Budget cuts to PSI
- COVID / back to campus challenges
- Dropping enrolment

Figure 3. SABVC's SWOT Analysis – 2019

# TOP-LEVEL OBJECTIVES

After a diagnosis of SABVC, 5 main outcomes were detected and, based on them and on our core values, 5 related top-level objectives were developed (Table 1).

FROM WHERE WE ARE TO WHERE WE WANT TO BE		
SWOT AND DEPARTMENTAL CROSS-ANALYSIS OUTCOMES	CORE VALUES	TOP-LEVEL OBJECTIVES
Student Engagement	Connection	Marketing & Services Online Strategies
Student Leaders	Accountability	Student Leaders Development
Emphasis on Advocacy and Governance	Opportunity	Collective Advocacy
SABVC's Image and Reputation	Trust	SABVC's Re-branding
Departments' Growth	Innovation	Healthy Financial Administrative Management

Table 1. From where we are to where we want to be

Therefore, the Strategic Plan 2021 – 2024 aims to achieve the following top-level objectives:

- Marketing & Services Online Strategies:** programs and services expansion to engage and address all students – on campus, online, and regional learners.
- Student Leaders Development:** implementation of continuous training and student leaders' assessment program.
- Collective Advocacy:** focus on external and internal collective advocacy.
- SABVC's Re-branding:** create brand image and reputation that will foster trust among members.
- Healthy and Financial Administrative Management:** focus on staff development and departments' growth; including continuous organizational assessment and employees' performance evaluation.

To achieve the top-level objectives, goals were set in 3 big areas: Governance, Advocacy, and Operations.



# I. MARKETING & SERVICES ONLINE STRATEGIES

1.1 OPERATIONAL GOALS			
	ACCOUNTABLE DIRECTOR(S)	DEPARTMENT(S)	TERM LENGTH
Online student engagement	IA <sup>1</sup> , ED <sup>2</sup>	CCE <sup>3</sup> , RI <sup>4</sup> , SSS <sup>5</sup>	Short term
Regional student engagement	IA, ED	CCE, RI, SSS	Short term
Indigenous student engagement	IA, ED	CCE, RI, SSS, EAO <sup>6</sup>	Short term
Domestic student engagement	IA, ED	CCE, RI, SSS, EAO	Short term
International student engagement	IA, ED	CCE, RI, SSS, EAO	Short term
LGBTQ+ student engagement	IA, ED	CCE, RI, SSS, EAO	Short term
Events with meaningful goals/cause	IA, ED	CCE, SSS	Long term
Increase SABVC's services and programs	IA, FIN <sup>7</sup> , ED	SSS, CCE	Long term
Develop SABVC's online services	IA, FIN, ED	SSS, RI, CCE	Short term
Clubs promotion	IA	SSS, CCE, EAO	Short term
Mental Health initiatives: targeting women	IA	SSS, RI, CCE, EAO	Long term
Mental Health initiatives: targeting family care	IA	SSS, RI, CCE, EAO	Long term
Career & job program	ED	RI, CCE	Long term

<sup>1</sup> Director of Internal Affairs

<sup>2</sup> Executive Director

<sup>3</sup> Communications and Community Engagement Department

<sup>4</sup> Research and Innovation Department

<sup>5</sup> Student Support and Services Department

<sup>6</sup> Executive Assistant Office

<sup>7</sup> Director of Finance

# 2. STUDENT LEADERS DEVELOPMENT

2.1 GOVERNANCE GOALS			
	ACCOUNTABLE DIRECTOR(S)	DEPARTMENT(S)	TERM LENGTH
Student Leaders' Assessment	ED	RI	Long term
Continuous training: motivation	ED	RI, SSS	Short term
Continuous training: politics and strategic communication	ED	RI, SSS	Short term
Continuous training: Canadian history and Canadian culture in the office	ED	RI, SSS	Short term
Continuous training: team building	ED	RI, SSS	Short term
Continuous training: risk management	ED	RI, SSS	Short term
Continuous training: mental health and wellness, work-life balance	ED	RI, SSS	Short term
Rules of Order Review	ED, FIN, IA	RI	Long term
2.2 OPERATIONAL GOAL			
	ACCOUNTABLE DIRECTOR(S)	DEPARTMENT(S)	TERM LENGTH
Election process improvement	ED, IA	RI, CCE	Long term

## 3. COLLECTIVE ADVOCACY

3.1 ADVOCACY GOALS			
	ACCOUNTABLE DIRECTOR(S)	DEPARTMENT(S)	TERM LENGTH
Strategic response to government's decisions	EA <sup>8</sup> , ED	RI, CCE	Short term
External advocacy campaigns and initiatives	EA	RI, CCE	Short term
Internal advocacy campaigns and initiatives	IA	RI, CCE	Short term
Strategic response to College's decisions	IA, ED	RI, CCE	Short term
Tuition fee breakdown	FIN, ED, IA	RI, FA	Long term
More course offering options	IA, ED	RI	Long term
BVC's mental health funding	IA, ED, FIN	SSS	Long term
Scholarships and bursaries	IA, ED, FIN	SSS	Long term
Open Educational Resources (OER)	IA, ED, FIN	RI	Long term
Online library and e-books	IA, ED, FIN	RI, SSS	Long term
Technological support	IA, ED, FIN	SSS	Long term
Government funds	EA, ED, FIN	RI	Long term
3.2 GOVERNANCE GOALS			
	ACCOUNTABLE DIRECTOR(S)	DEPARTMENT(S)	TERM LENGTH
Research expansion	EA, IA	RI	Long term
Liaise with all government levels	EA, ED	RI	Long term
Support to government's campaigns	EA, IA	RI, CCE	Long term

<sup>8</sup> Director of External Affairs

## 4. SABVC'S RE-BRANDING

4.1 GOVERNANCE GOALS			
	ACCOUNTABLE DIRECTOR(S)	DEPARTMENT(S)	TERM LENGTH
Liase with Iniiikokaan Centre	IA, ED	SSS, RI	Short term
Liase with Regional Campuses	IA, ED	SSS, RI	Short term
SABVC Annual Report	ED	RI, CCE	Long term
4.2 OPERATIONAL GOALS			
	ACCOUNTABLE DIRECTOR(S)	DEPARTMENT(S)	TERM LENGTH
New Communication Plan: <ul style="list-style-type: none"> <li>• Style/visual guide</li> <li>• Emergency communication plan</li> <li>• Public Relations</li> <li>• Apps and new technological engagement tools</li> <li>• Modernizing Marketing Strategies</li> </ul>	ED	CCE, RI	Long term
SABVC's website update	ED	CCE, RI	Short term
Awareness campaign	ED	CCE	Short term

# 5. HEALTHY AND FINANCIAL ADMINISTRATIVE MANAGEMENT

5.1 GOVERNANCE GOALS			
	ACCOUNTABLE DIRECTOR(S)	DEPARTMENT(S)	TERM LENGTH
Continuous policy updates	All Directors	RI	Short and long terms
CRO policy	All Directors	RI	Long term
Partnership and sponsorship	ED, FIN, EA	FA, RI	Long term
5.2 OPERATIONAL GOALS			
	ACCOUNTABLE DIRECTOR(S)	DEPARTMENT(S)	TERM LENGTH
SABVC's fee review	FIN, ED	FA	Long term
New hiring(s)	ED	RI	Short and long terms

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