

## Strategic Plan

The Executive Committee of the University of Victoria Faculty Association (“Faculty Association”) held a strategic planning session in the first quarter of the 2014-2015 fiscal year. At the Strategic Planning Retreat, the Executive Committee identified and set key strategic planning areas. The Executive Committee will continue to work on the Strategic Plan for presentation at the Annual General Meeting in April 2015. A Strategic Planning Session will be scheduled for February 2015. Ideally the Strategic Plan will identify strategic objectives and outcomes over a five year horizon. Once adopted the Executive Committee will report to the members on its progress and recommend any amendments.

*Note: the fiscal year (February 1 to January 31) is not in sync with the Executive Committee election cycle (May 1 to April 30).*

## Annual Operational Plan

On an annual basis the Executive Director, in consultation with the Officers, will prepare an annual operational plan to identify key tasks, required resources and timelines. The annual operational plan will support effective management of limited human and financial resources. In addition to Staff the Officers, Executive Committee Members and Committee Members will also be allocated workload responsibilities. Once a final Strategic Plan is adopted by the Faculty Association future annual operational plans will be based on the strategic objectives and desired outcomes and deliverables. This interim Annual Operational Plan is limited to Quarter 4 of 2014-2105 and Quarter 1 of 2015-2016 and is based on the high level strategic objectives set by the Executive Committee:

- Strengthening the governance structures of the Faculty Association;
- Engaging in transparent and sustainable financial management practices;
- Professionalizing the office by standardizing internal operations;
- Modernizing communication tools;
- Developing full range of membership services;
- Collective bargaining; and
- Building external relations with other unions and national organizations.

The Executive Director will report quarterly to the Executive Committee on operations: see the companion Quarterly Report document for an update on achieved results for Quarters 1 to 3 of 2014-2015.

**Strengthen Governance****Quarter 4: November 1, 2014 to January 31, 2015**

<b>Strategy</b>	<b>Tasks</b>	<b>Responsibility</b>	<b>Status</b>
Standardize Executive Committee meeting schedule and protocols	Schedule monthly meetings for Sep-Dec and Jan to March	President with Officers Approved by Executive Committee	Completed
	Circulate agenda materials well in advance of meetings		Ongoing
	Adopt meeting protocol to set targets for agenda circulation, reporting and parliamentary procedures at meetings		Target December 2014
Support ad hoc and standing committees to carry out their constitutional mandates	Approve Terms of Reference for each Committee, clarify reporting relationships between ad hoc and standing committees and the Executive Committee	President, Executive Committee in consultation with committees	Target December 2014
	Fill all vacancies, convene at least one meeting to review mandate and Terms of Reference, and develop complete list of committees and members	President, Executive Committee	Completed
	Identify communication needs of each ad hoc and standing committee, and support/facilitate communications for each	Secretary, with Communications Committee	Ongoing
Initiate review of (1) Constitution, and (2) Bylaws by Constitution & Bylaws Committee	Identify and recommend amendments required to comply with certification and any other appropriate amendments	Constitution & Bylaws Committee in consultation with Executive Committee	Target January 2015
	Engage membership and seek feedback on amendments issues		
	Develop communications strategy to explain proposed amendments		

### Quarter 1: February 1, 2015 to April 30, 2015

Strategy	Tasks	Responsibility	Status
Recommend amendments to (1) Constitution, and (2) Bylaws to Membership	Review and approve recommended amendments to (1) Constitution, and (2) Bylaws	Executive Committee and C&B Committee	Target March 2015
	Plan and implement communication strategy to explain proposed amendments to Members	Secretary, with Communications Committee	Target April 2015
Succession planning and preparations for Annual General Meeting	Identify vacancies and recruitment strategy to promote Executive Committee and committee membership that meets criteria set out in the bylaws regarding gender, equity, Librarians members, ATP and faculty	Executive Committee, with Nominations & Elections Committee, and Membership Engagement Committee	Target March 2015
Plan 2105-2016 Executive Committee retreat	Prepare orientation training package	President, with Officers	Target April 2015
Initiate annual strategic planning and reporting cycle.	Schedule strategic planning session and quarterly planning and reporting meetings	President, with Officers and Executive Director	Target February 2015
	Approve reporting templates and reporting timeframes		

## Internal Operations

### Quarter 4: November 1, 2014 to January 31, 2015

Strategy	Tasks	Responsibility	Status
Standardize policies and procedures	Develop and adopt office policies and procedures for financial management and human resource management (interim step)	President, with Executive Director	Target December 2014
	Prepare index for comprehensive office policies and procedures manual, set timelines and commence drafting	Approved by Executive Committee	Target December 2014

	Develop and adopt travel and expense forms		Completed
Standardize membership services policies and procedures manual	Adopt policies and procedures for provision of membership services (interim step includes intake form, confidentiality forms, and general information on Framework Agreement rights)	President Membership Services Officer ADR Committee	Target November 2014
	Conduct needs assessment for membership services and audit membership service files	Approved by Executive Committee	Target January 2015
	Develop comprehensive program and services policy for membership services, consult with ADR Committee and members		Target January 2015
Adopt office records management system	Conduct audit of office files	President Secretary Executive Director	Target December 2014
	Prepare office file system		
	Implement office file system		
Adopt office desk book	Standardize procedures to order supplies, track correspondence, schedule meetings, etc.	President Executive Director	Target December 2014
Adopt yearly operational plan and quarterly reporting process	Identify key projects to be carried out over the year to achieve the strategic objectives set by the Executive Committee and report back to Executive Committee quarterly	President Executive Director	Target November 2014

#### Quarter 1: February 1, 2015 to April 30, 2015

Strategy	Tasks	Responsibility	Status
Adopt policies and procedures manual	Draft policies and procedures	President, with Executive Director	Target February 2015
	Review and approve	Executive Committee	
Adopt membership services policies and procedures manual	Draft program and services architecture, policies, obtain legal advice and consult with key stakeholders	President, with Membership Services Officer, with ADR Committee	Target March 2015
	Review and approve	Executive Committee	

Professionalization of office – continued	Human Resources Committee to review staffing needs and options	Officers with Executive Director and Human Resources Committee	Target February 2015
	Draft job description and run staffing competition		
	Link to Unifor collective bargaining unit		
Conclude collective agreement with Unifor	Revise and table final draft	Chief Negotiator - Samra	Target March 2015
	Review and Approve	Executive Committee	
Conduct audit of all historic files and incorporate into Records Management System	Conduct audit, liaise with UVic Archives and UVic Libraries, digitize where appropriate, and update Records Management Policy	Executive Director, with Secretary	Target April 2015

## Financial Management

### Quarter 4: November 1, 2014 to January 31, 2015

Strategy	Tasks	Responsibility	Status
Prepare Preliminary Budget for 2015-2016	Prepare Preliminary Budget for presentation at Ordinary General Meeting	Treasurer	Target November 2014
	Link to communication on mil-rate and defence fund votes		
	Link to communication strategy on operating budget for FA office		
Audit financial reporting tools and reports for current fiscal year	Audit SAGE database and reports	Treasurer, with Executive Director	Completed
	Audit FAST database and reports		
	Audit paper files		
Update SAGE, FAST and paper files to ensure 100% reporting accuracy for 2014-2015	Review paper files and adjust SAGE data inputs	Executive Director	Target December 2015
Oversee mil-rate vote in January 2015	Prepare backgrounder with statistical and comparative analysis to support request to increase mil-rate	Treasurer, with Officers	Target December 2015
	Develop communications strategy to support positive mil-rate vote	Secretary, with Communications Committee	Target January 2015

## Quarter 1: February 1, 2015 to April 30, 2015

Strategy	Tasks	Responsibility	Status
Improve banking arrangements for operating account and investments	Meet with CIBC banking and investment officials to determine if it is the best interests of FA to remain at their institution	Treasurer & Officers, support of Executive Director	Target February 2015
	Meet with other chartered banks to assess what banking and investment services are available		
	Make recommendation to Executive Committee		
Prepare Final Budget for 2015-2016	Prepare Final Budget for presentation at Annual General Meeting	Treasurer	Target February 2015
Revise monthly reporting template for Executive Committee	Update SAGE, FAST and internal financial coding system to more accurately reflect annual budget line items.	Treasurer & Executive Director	Target February 2015
CAUT Defence Fund reporting	Trustees to report to Executive Committee on CAUT Defence Fund activities	Trustees	Target May 2015
Prepare quarterly review for annual budget	Meet with Executive Director to review Q1 spending	Treasurer	Target May 2015 for Q1

## Communication Strategy

### November 1, 2014 to January 31, 2015

Strategy	Tasks	Responsibility	Status
Communications Plan	Draft Communications Plan with recommendations on communication strategies, use of communication tools and roles and responsibilities with the Faculty Association	Secretary, with Communications Committee	Target January 2015

	Consult with ad hoc and standing committees, Officers, Executive Committee, and Membership Services		
Schedule CAUT communications workshop	Schedule communications workshop for Executive Committee	Secretary	Target December 2014
Interim website upgrade	Replace existing website with interim campaign style website to ensure critical information is provided to members in an easily accessible format	Secretary, with Executive Director and Communications Committee	Target December 2014
Establish networks with media	Work with CAUT and other partners to develop list	Secretary Executive Director	Target December 2014
Share best practices on communication strategies	Lead CAUT communications conference debrief with Officers/Executive Committee	Secretary	Target December 2014

### Quarter 1: February 1, 2015 to April 30, 2015

Strategy	Tasks	Responsibility	Status
Redesign and launch new website and recommended communications tools in Communications Plan	Hire contractor to redesign and launch website, based on needs assessment and consultations with key users, design and launch new website platform	Secretary, with Communications Committee	Target March 2015
	Prepare communication materials for all areas of operations: membership services, Executive Committee, committees, collective bargaining, engagement, newsletters and CAUT, CUFA BC, etc.	Responsible Party NT, MSO, etc.	
Newsletter	Write, publish and distribute	Secretary	Target March 2015
Conduct Needs Assessment of Members for Website and Social Media	Use Simply Voting Survey Tool	Secretary and Communications Committee	Target February 2015
CAUT Mobilization Workshop	Contact CAUT Representative to deliver 1.5	President, with Executive	Target February

	day workshop for Executive Committee and ad hoc and standing committee members	Director	2015
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## Membership Services

### Quarter 4: November 1, 2014 to January 31, 2015

Strategy	Tasks	Responsibility	Status
Adopt Membership Engagement Plan related to recognition, mentoring and social activities	Carry out mandate for Membership Engagement Committee	Membership Engagement Committee	Target December 2014
	Link to Communications Plan		
Meet with all Departments	Schedule Departmental Meetings Prepare Handout Materials	President, Chief Negotiator ED and MSO	Ongoing
	Meet with all Departments	Officers, ED and MSO	Ongoing
Design Membership Education Programming related to membership services and outreach on education and awareness	Identify membership education programming options, prepare draft plan	Officers MSO, ED and ADR Committee	Target December 2014
	Design programs and schedule workshops for January to April		Target January 2015
Deliver workshops to members	Accommodation, Merit, Framework Agreement	Officers MSO, ED and ADR Committee	Target December 2014
	Partnership with other education and seminar providers		

### Quarter 1: February 1, 2015 to April 30, 2015

Strategy	Tasks	Responsibility	Status
Deliver Membership Engagement Programming	Develop workshops, handouts, and schedule sessions on membership services	Membership Services Officer and Executive Director	Target February to April
Deliver Membership Engagement Sessions on Collective Bargaining	Link to next section		



## External Relations

### Quarter 4: November 1, 2014 to January 31, 2015

Strategy	Tasks	Responsibility	Status
Network with national organizations	Attend CUFA-BC, CAUT and CAUT Defence Fund meetings	Officers	Ongoing
Network with UVic unions	Meet with PEA, Student Union and CUPEs	Executive Director, Membership Services Officer and Negotiation Team	Ongoing
Network with Faculty Associations	Meet with UBCFA, SFUFA and others	Executive Director, Membership Services Officer and Officers	Ongoing
Network with UVic Administration Branches	Schedule Meet and Greets	Executive Director, Membership Services Officer and Officers	Target January 2015
Identify List of FA Reps on UVic Committees	Work with UVic Administration	Executive Director	Target December 2014

### Quarter 1: February 1 to April 30

Strategy	Tasks	Responsibility	Status
Quarterly UBCFA and SFUFA Meeting	Host 2 <sup>nd</sup> BC FA office meetings	Executive Director	Target March 2015

## Collective Bargaining

### Quarter 4: November 1, 2014 to January 31, 2015

Strategy	Tasks	Responsibility	Status
Collective bargaining schedule for January to April	Work with Administration to Schedule Meetings	Executive Director	Completed
Collective bargaining sessions for Executive	Schedule 2 hours per month from November	Executive Director	Completed

Committee	to April		
	Prepare Backgrounders and Key Messaging Documents	Negotiation Team	Ongoing
	Distribute copies of Administration and Association Proposals to Executive Committee Members		Completed
Collective bargaining sessions for members	Schedule monthly information sessions for Members	Executive Director	Ongoing
	Prepare Backgrounders for Members	Negotiation Team	
Adopt Communication Strategy for collective bargaining: when, how and who?	Identify methods to communicate with Members: email blasts, backgrounders, website and in person meetings	Negotiation Team Communication Committee	Ongoing
	Link to Departmental Meetings		
Confirm internal management process for substantive negotiations	Identify methodology for conducting further research, leading membership engagement, obtaining legal advice and drafting language for each substantive topic/article	Chief Negotiator and Executive Committee	Target December 2014
Commence substantive negotiations	Complete exchange of proposals and schedule negotiation sequence of Articles	Chief Negotiator and Negotiation Team	Target December 2014

#### Quarter 1: February 1, 2015 to April 30, 2015

Strategy	Tasks	Responsibility	Status
Implement collective bargaining Communications strategy	Adjust as necessary, seek feedback from membership on key mandate if required	Negotiation Team	Ongoing
Consult members	Poll members on specific proposals and counterproposals, hold information sessions		
Conclude Collective Agreement	Inform members	Negotiation Team and Executive Committee	Target April 2015

#### Quarter 2: May 1, 2015 to July 31, 2015

Strategy	Tasks	Responsibility	Status
Conduct ratification vote	Run information sessions and vote	Negotiation Team and Executive Committee	Target May 2015

Develop implementation plan	Convene joint committee to develop implementation plan and schedule for implementation of collective agreement	Negotiation Team and Executive Committee	Target May 2015
Implementation of collective agreement	Develop targeted workshops to education members about the new collective agreement	Executive Committee	Target June 2015
Planning for next bargaining round	Organize retreat for bargaining debrief and strategizing, organize and file bargaining records for next negotiation team	President, with Chief Negotiator and Executive Director	Target July 2015