



Strategic Planning Policy

Oversight body: Executive Committee

Date Passed by Council: February, 2019

Date of Next Review: June, 2020

Related policies, bylaws, legislation: Executive Policy

Definitions

“Strategic Plan” – the master plan for the Union addressing the overall organizational objectives of the Union as a whole during the life of the plan.

“Vision Statement” – an aspirational description of what the Union would like to achieve or accomplish in the long-term future.

“Mission Statement” – the Union’s core purpose and focus that normally remains unchanged over time.

“Office” ■ DSU Offices are the Dalhousie Student Advocacy Service, Dalhousie Student Union Sustainability Office and the Equity and Accessibility Office.

“Strategic Goal” – the planned objectives that the Union strives to achieve in respect to its Strategic Plan.

“Executive Goal Plans” – the plans outlining the specific objectives and supporting action plans to be achieved by each Executive Officer over their term.

“Operating Plans” – the plans outlining the specific objectives and supporting action plans to be achieved by each Union Office or department.

Purpose

The purpose of this Bylaw is to:

Provide a framework under which the Union may pursue its long and short-term objectives in a practical and efficacious manner;

Establish the Union as a professional organization through sound business and management planning practices;

Provide the pre-requisite framework for good governance as steward of student resources; and

Provide a framework for objective evaluation of its Executive Officers, Office and Service divisions.

Scope

The following obligations and procedures shall apply to Executive Officers, Council, and staff of the Union and be in conjunction with the DSU Act and bylaws.

Statement

1. Obligations

1.1 The Union is obligated to develop, maintain, and use a Strategic Plan.

1.2 The Goals of the Strategic Plan will directly inform the priorities, measures and targets that are the basis of the Executive Goal Plans and Operating Plans.

1.3 The Executive Committee shall:

1.3.1 Act as the steward of the Strategic Plan on behalf of Council.

1.3.2 Develop, maintain, and use Executive Goal Plans which support, as appropriate to functional area, the Strategic Plan and its components.

1.4 Departmental permanent staff shall develop, maintain, and use Operating Plans which support, as appropriate to functional area, the Strategic Plan and its components.

1.5 Office Directors shall develop, maintain, and use Operating Plans which support, as appropriate to functional area, the Strategic Plan and its components.

1.6 This policy and any ongoing strategic plans of the DSU shall be circulated to all councilors of the DSU Council, prior to those councilors officially taking office.

2. Components of the Strategic Plan

2.1 The Strategic Plan shall be comprised of:

- 2.1.1 A Mission Statement of the Union as a whole,
- 2.1.2 A Vision for the Union as a whole,
- 2.1.3 A statement of Values under which the Union conducts its operations and relationships,
- 2.1.4 Strategic Goals that are to be realized in order to achieve the Vision.

3. Process

3.1 The Strategic Plan shall have a lifespan of no less than four years.

3.2 Year 1 will be plan development.

3.2.1 The method of facilitation of the planning process will be determined by the Strategic Planning Committee.

3.2.1.1 To aid in the planning process, the Strategic Planning Committee may put forward a proposal to the Executive Committee to invite a third party to help facilitate plan development.

3.2.2 The specific timeline of data collection, consultations and plan development will be determined collaboratively by the Strategic Planning Committee.

3.2.3 Data analysis and planning sessions will be facilitated bi-weekly with the possibility of a Strategic Planning Retreat.

3.2.4 Data to be considered must include, but is not limited to:

3.2.4.1 Annual DSU Survey results;

3.2.4.1.1 Annual DSU Survey results will be available no later than December 10th.

3.2.4.2 Post-secondary educational trends;

3.2.4.3 Socio-economic and demographic characteristics;

3.2.4.4 Any relevant new regulations and legislative changes;

3.2.4.5 Consultative forums and focus groups;

3.2.4.6 Current and projected DSU budgets.

3.2.5 Finalized goals of the Strategic Plan must be specific, measurable, achievable, relevant, and time-bound.

3.2.6 The proposed Strategic Plan must be ratified by Council no later than March 15.

3.3 Through years 2-4 a comprehensive Strategic Plan report will be provided on an annual basis on behalf of the Executive Committee.

3.3.1 The Strategic Plan report will be presented to Council no later than February 15.

4. Components of the Executive Plans

4.1 Each Executive Goal Plan shall be comprised of:

4.1.1 Executive objectives which account for the achievement of the goals of the Strategic Plan,

4.1.2 Action plans to achieve the executive objectives that respect the statement of Values,

4.1.3 A projection of the required resources to achieve the action plans, and

4.1.4 Measurement criteria to evaluate the success of the plan.

5. Components of the Operating Plans

5.1 Each Operating Plan shall be comprised of:

5.1.1 A mission statement addressing the Office or department's role under the Strategic Plan,

5.1.2 Operating objectives which account for the achievement of the Mission with respect to the goals of the Strategic Plan,

5.1.3 Supporting Action Plans to achieve the Strategic Objectives that respect the statement of Values,

5.1.4 A projection of the required resources to achieve the action plans, and measurement criteria to evaluate the success of the plan.

6. Review of Executive and Operating Plans

6.1 The Executive Committee shall provide Executive Goal Plans to Council, accompanied by a presentation, prior to July 31st of the given year.

6.2 The Executive Committee shall provide to Council a review of the Executive Goal Plans, accompanied by a presentation, prior to November 15th of the given year.

6.3 The Executive Committee shall present a review of the year to Council, prior to the conclusion of that Council's elected term.

6.4 Departmental Operating Plans for the following budget year shall be provided to the General Manager by February 1st and reviewed annually by the Executive Committee.

6.5 Office Operating Plans shall be reviewed annually by the Offices Steering Committee.

7. Ratification and Alterations

7.1 A two-thirds majority vote of Council shall be required in order to:

7.1.1 Ratify a Strategic Plan, and

7.1.2 Amend the Strategic Plan in effect.

8. Strategic Planning Committee

8.1 At the end of the fourth year of a Strategic Plan cycle, Council will strike a Strategic Planning Committee, to last no longer than one year.

8.2 The mandate of the Strategic Planning Committee shall be to review the Strategic Plan by:

8.1.1 Examining the relevancy and appropriateness of the mission, vision, statement of values, critical success factors, and strategic goals; and

8.1.2 Inducing a process to redevelop and renew the Strategic Plan as appropriate.

8.3 The President shall chair the Strategic Planning Committee.

8.4 Voting members of the Strategic Planning Committee shall be:

8.4.1 The President;

8.4.2 Two members of Council who are not Executive Officers;

8.4.3 One member who is not a Councilor.

8.5 The General Manager, or a designate, shall be a non-voting member.

8.6 Any approved third party supporting the Strategic Planning process as a non-voting member.

8.6 The Strategic Planning Committee will meet bi-weekly with an agenda and previous minutes circulated to members at least 72 hours in advance.