



Association of Managers in Canadian College,
University and Student Centres AMICCUS-C

2019 - 2022 Strategic Plan

Creating a Path to the Future

At the May 2019 F2F Strategic Planning session, the following three goals were set out for completion:

1. Discuss Priorities/Strategies
2. Discuss specific Tasks, Activities and Projects (TAPs) to support the confirmed strategies for period 2019 - 2022.
3. Continue annual Strategic Planning renewal and updates via 'evergreening' model.

AMICCUS-C Strategic Plan 2019 – 2022

Vision Statement:

AMICCUS-C is recognized nationally as the innovative leader in supporting professional staff to significantly enhance the student experience at Canadian post secondary institutions.

Mission Statement:

As innovative, diverse, and professional staff leaders our mission is to support the post secondary student experience in Canada. We offer members opportunities for learning and leadership development to fulfill and enhance their organizations.

Values: Innovation ~ Communication ~ Diversity ~ Leadership ~ Learning

Terms of Reference

Priorities: Key areas have been established for AMICCUS-C. Priorities have associated Strategies and TAPs that will determine how a priority will be achieved in the long-term.

Strategies: Broad statements of what AMICCUS-C hopes to achieve in the next 3-5 years. Strategies focus on outcomes or results and are qualitative in nature.

TAPs: Specific, concrete, measurable statements of what will be done to achieve a tactic generally within a one-year time frame. Actions align to the achievement of Strategies and Priorities.

ED Work

Plan: Major progress on strategic (non-regular business) activities included in Status column.



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Priority A – Foundation Planning (Administration)

Strategy A.1 – Establish/maintain solid operating foundation through development of policies, procedures, processes.

TAPs	Timeline	Lead	Status
Code of Professional Ethics and Code of Conduct and Standards of Membership Certification/Accreditation Program	Commitment to implement by 2021	ED	2019 Q3 – draft Code of Ethics and Professional Conduct. 2019 Q4 commence call for volunteer participation on adhoc Ethics Committee.
Standard RPC application	2017 Q3, reviewed in 2018 and ongoing-maintain in 2019	ED	Complete and slight updates completed in Q3 2018
Standard NPC application	2018 Q1, monitor for needed changes in 2019	ED	Complete and implemented, ongoing monitoring
Review Policy Manual and advise on what policies are needed or need revamping	On-going and as required	ED	NPC Bursary – 2017 Complete, review in 2018 Q4 and changes implemented Operating Reserve and Sustaining Policy – 2017 Complete, review in 2019 for possible changes, complete
Research/ Development (Innovation Bursary)	2017 Q4, 2018 Q4	Board/ED	Complete and rolled out in 2018 Q4. Monitor in 2019 and 2020
Updated Board Orientation	2018 Q4	ED	Provided virtually by ED and ongoing updates as required
Gather feedback from sponsors	2018 Q3 and additional changes recommended and implemented for 2019 NPC survey	ED	Developing short survey to poll sponsors and solicit their feedback – complete with changes to the Event Corp survey for 2018 NPC and again for 2019 NPC survey
Investigate and implement group project management tool to streamline NPC planning and content (ad, logo) organizations	2018 Q3 – implemented dropbox in 2018 and ongoing for 2019 NPC	ED with input from Communication Director	PM tool for ad/logo management – complete Next steps may be module of self-run, on-line community TBD
Update Annual Planning Calendar to ensure critical dates i.e call for Award of Distinction nominations, bursary app deadline, etc.	2018 Q1 - ongoing	ED	Complete and maintained ongoing



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Strategy A.2 - Operational, historical and membership information is accurate and archived.

TAPs	Timeline	Lead	Status
Compile list of historical NPC and RPC	2020	ED/Board	2019 Q4 compile all available information
Fuller utilization of OrgSync – open up ‘messaging’ email tool to all members; ensure same functionality with new Social Community Platform	2017 Q2 2018 Q3 & 4 and 2019 Q 1 & 2	Communication Director with input from Board and ED	Complete including development of on-line tutorial and ongoing support to (new) members and 2018/19 focus on functionality of new Social Community Platform.
OrgSync audit to reconcile membership and access	Finalize in 2018 Q3 prior to 2019 Billing cycle, and on-going	ED	Completed training, developed template report, initial reconciliation complete (and on-going to ensure complete membership transition to new Social Community Platform). Complete and monitoring for membership uptake.
Determine and add appropriate sub-group umbrellas (and replicate in new Social Community Platform)	2017 Q4 ongoing and new considerations in 2019 for new Social Community Platform	Communication Coordinator with input from Board and ED	Complete (with continued implementation of new Social Community Platform and related enhancements)
Gather and post historical photos	2017 Q2 and on-going with 2018/19 focus on photo redundancy to ensure photos are available for new Social Community Platform	ED	Complete with NPC 2011 – 2016 photos posted, 2017 and 2018 NPC photos now all posted to OrgSync. Ongoing for posting in new Social Community Platform.

Strategy A.3 – Roles and responsibilities of individual board of director positions is documented and accurate.

TAPs	Timeline	Lead	Status
Review/Update Chair and Regional Directors job description	2018 NPC	ED	Complete and revised in 2019 to reflect Bylaw change.
Update Communications Director job description when appropriate	2018 Q4 and pending 2019 AGM	Board/ED	Updates completed and may be modified when duties are finalized per Bylaw review project. Complete.



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Updates to Bylaws and constitution	2019 AGM	ED	Draft changes to Fall 2018 F2F meetings – complete and rolled out to membership in Spring of 2019 for ratification at AGM. Complete and new Bylaw posted to Social.
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Priority B – Getting the Word Out (Communication)

Strategy B.1 – Website and Social Community Platform meets the needs of members and is current and up to date.

TAPs	Timeline	Lead	Status
Change Communications Director role to support creating new website	2018 Q2	Board/ED	Complete. And new direction per Bylaw change. Complete.
Create and launch new, public facing website and Social Community Platform	2018-19 and updated ongoing	Communication Director/ED	Complete and on-going
Website content, enhancements, next steps to be determined	2018 Q3 (includes new Social Community Platform for members)	Communication Director/ED	Complete and ongoing
Orgsync – expiry in 2018, renewal options, related costs for enhancements, option analysis	2018 Q3 – option analysis complete and preparation for new member portal on website	Communication Director/ED	Option analysis complete. Discussions with OrgSync on continued sponsorship complete. Implement new self-run option. Complete.

Priority C – Members Matter (Membership)

Strategy C.1 – Effective recruitment, retention, engagement and growth of membership.

TAPs	Timeline	Lead	Status
Research, evaluate and establish awards and recognitions (in addition to current awards)	2020	ED	2019 Q4 initiate call for volunteer participation on Awards Committee.
Review Member handbook (previously used by Directors for recruitment), determine continued use	2017 Q2 and ongoing	ED/Board	Complete. Little value in maintaining. Handbook use discontinued. Replaced with ED maintaining 'prospective member' package for all Directors use as required. Complete, updated annually and ongoing.



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2019 NPC Member Survey results analysis and response	2019 Q4	Board/ED	Complete and review at F2F meetings in Fall 2020.
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Strategy C.2 – Engage volunteers in a respectful, effective and sustainable way.

TAPs	Timeline	Lead	Status
Require NPC conference hosts to clearly identify volunteer opportunities and management strategy in application.	2017 Q4 and on-going	ED	Complete. NPC application includes this section. Regular member communications during month prior to NPC to solicit volunteers and other opportunities as may arise i.e. beta testers for new Social Community Platform.

Strategy C.3 – Welcome new members!

TAPs	Timeline	Lead	Status
New member and first-time welcome consistently delivered at NPCs	2017 Q2 and ongoing	Board/ED	Complete. And now ongoing with Board/Shari all participating in welcome prior to opening reception. 2018 ‘ask me’ buttons. 2019 Board shared-experience at newcomer welcome.
Consider Buddy System to make new members feel welcome	2018 Q4	Board	Determine next steps and logistics to implement. 2019 Board shared-experience at newcomer welcome.
Welcome to OrgSync (and now new Community Platform), Payscale and other member benefits	2017 Q2 and ongoing	ED	Complete. Standardized, welcome, tips and tricks and video tutorials for Social Community platform and Payscale communicated to new members. Also include all member benefits in new member info package i.e. Salopek, NPC Bursary, Research and Innovation Grant, etc.
Exit process	2017 Q1 and ongoing	ED	Complete and ongoing.



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Priority D – Coast to Coast: Face to Face (Conferences)

Strategy D.1 – Conference policies and procedures for NPC and Regionals that promote standards of excellence.

TAPs	Timeline	Lead	Status
Research, evaluate and establish awards and recognitions (in addition to current awards)	2020	ED	2019 Q4 initiate call for volunteer participation on Awards Committee.
Standard RPC application	Rollout at 2017 NPC and ongoing updates	ED	Complete
Standard NPC application	Finalize in 2017 Q4, implement in 2018 and ongoing updates	ED	Complete
NPC Bursary Policy to increase participation	2018 Q1 and ongoing	ED	Complete and ongoing.
Research/ Development (Innovation Bursary)	2017 Q4, 2018 Q4, 2019 Q4 and ongoing	Board/ED	Complete and rolled out in 2018 Q4 and continue with updates as required.
Revamp Sponsor Package with new categories and rates.	2017 Q4 and on-going.	ED	Complete, implemented and for review post 2018 NPC and updated with changes for 2019. Repeat for 2020.
Customized and personalized partner development	2017 Q1 and ongoing	ED	Complete and ongoing to ensure sponsors needs are met!

Priority E – Money Making Cents (Finance)

Strategy E.1 – Full transparency, accountability and access of financial reporting to the membership.

TAPs	Timeline	Lead	Status
Invitation to membership for draft budget review, annual f/s and audit review.	On-going	ED	Complete for 2017, 2018, 2019
Quarterly and year end reporting on new Social Community Platform	On-going	ED	Complete for 2017, 2018 and will do same for Social Community Platform
Operating Reserve and Sustaining Policy development and implemented	2017 Q1	Board/ED	Complete and schedule for bi-annual review in 2019. Complete



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Development Investment Policy	2018 Q4	Board/ED	Approved in fall of 2018 and bi-annual review in 2020
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Strategy E.2 – Board Members are comfortable and able to speak knowledgeably to financial health.

TAPs	Timeline	Lead	Status
Review financials at each meeting	On-going	ED	Complete and on-going
Board review of drafted audit f/s with auditor	On-going	Board/ED	Complete for 2017, 2018, 2019
Process to minimize auditor review call time	2018 Q1	ED	Complete and achieved!!! for 2018 and 2019 and ongoing
Sustaining Policy development and implemented	2017 Q1	Board/ED	Complete and schedule for bi-annual review in 2019. Complete
Development Investment Policy	2018 Q4	Board/ED	Approved in fall 2018 and bi-annual review in 2020.