



samru
students' association
of mount royal university

July 1 – June 30

**SAMRU
Strategic
Plan**

2020-

2025

Approved by: SAMRU Student Governing Board
February 2020

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Executive Summary

As the governing body for the Students' Association of Mount Royal University (SAMRU), the Student Governing Board (SGB) is responsible for determining and communicating the strategic direction of the organization. To meet this outcome the SGB directed SAMRU management to undertake a strategic planning process and report back to the board with recommendations in the form of a draft strategic plan.

Based on extensive research, stakeholder feedback and engagement, and support from CoreMatters Consulting, management prepared a draft 5-year strategic plan which:

- Confirms SAMRU's Mission and Vision as relevant and enduring;
- Defines SAMRU's organizational Values in terms of statements and supporting behaviours;
- Presents four major organizational Goal areas along with specific, detailed Objectives describing how each goal will be achieved and what measurements will be used to determine progress.

Following SGB approval in February 2020, management formed implementation teams for each of the Objectives in the approved plan to develop Strategies determining specifically how the Objectives will be accomplished and the timeframes for expected results.

The strategies have been incorporated into staff action plans as appropriate, and management will monitor and evaluate the progress, reporting regularly to the Board with updates and results.

Strategic Planning Process

In April 2019 the SGB directed SAMRU's Executive Director (ED) to undertake a strategic planning process and report back to the board with recommendations in the form of a draft Strategic Plan. In May 2019 the board approved a budget for this work and in June 2019 approved a process and timeline for its completion.

A logistics committee was formed consisting of the ED and two other members of SAMRU senior management. Throughout the summer and fall of 2019 extensive research was performed and responses gathered from thousands of SAMRU members related to their satisfaction, awareness, and perception of SAMRU including its programs and services, reputation, value, and unique offerings.

Management also collected valuable feedback and input from SAMRU staff, REC, volunteers, Governors, Advisory Committee members and, with support from CoreMatters Consulting, the views and opinions key senior administration staff at MRU.

The research results were synthesized and compiled into a number of SWOT analyses (Strengths, Weaknesses, Opportunities and Threats) which were included in a comprehensive briefing report to inform the initial work of a planning committee.

The planning committee, populated by two members of the board, two members of REC and four members of staff including the ED, reviewed the briefing report and through a facilitated session determined the major key issues currently facing SAMRU, and discussed some potential strategies to address those issues.

The planning committee then met again in a facilitated session to: review SAMRU's current Mission and Vision statements to see if they remain applicable and relevant; explore and update SAMRU's Values/Beliefs; and, based on the key issues identified at the first meeting, establish some strategic Goals (broad, long term aims towards fulfilling the Mission).

The final facilitated meeting of the planning committee developed Objectives that could be used as a realistic, measurable ways to accomplish the strategic Goals. Between each meeting, the logistics committee maintained and updated the work of the planning committee, and after the final session prepared all of the information to be presented for feedback and input from Governors, SAMRU staff, and REC in a large group meeting.

The work of the planning committee was well received and endorsed by the attendees at the large group meeting, and based on those results the logistics committee proceeded to refine and format the components into a draft SAMRU Strategic Plan 2020-2025 to be presented to the Student Governing Board for approval.

After approval, management formed Implementation Teams to develop strategies for how the Objectives would be accomplished and the timeframes for expected results, as well as how to incorporate the strategies into staff action plans. Management will now monitor and evaluate results and reporting regularly to the board on progress.

SAMRU Mission & Vision

Mission:

The Mission is the essence of what the organization sets out to accomplish. It answers the question of “Why” the organization exists in terms of what we do, who we do it for, and what benefit is derived. Everything SAMRU does falls under the umbrella of this broad, high level statement of the purpose of our work.

We represent and serve students to help them succeed

Vision:

This Vision statement is what the organization aspires to achieve through its Mission. It's a guiding image of a future state that also speaks to our contribution to the community.

Where students can discover themselves, build meaningful relationships, and make a difference in the world

SAMRU Values

The Values of the organization are the things we hold as all important in the way we go about our activities. They are SAMRU's core fundamentals which endure across time and remain meaningful in all contexts. They set foundational expectations of how the organization will operate, and communicate our culture, helping people understand the essence of SAMRU.

We are **dedicated** to our members

and therefore we:

- Are an enduring presence
- Put the interests of our members first
- Demonstrate our commitment, especially during difficult times

We are **intentionally accepting**

and therefore we:

- Welcome all our members and strive to provide them with a sense of belonging
- Work to understand each other, honour our differences, and celebrate our diversity
- Create respectful environments where people can learn about each other

We are **accountable**

and therefore we:

- Do what we say we'll do
- Act ethically and with integrity

We cultivate a **learning culture**

and therefore we:

- Actively seek relevant information as a global learning strategy
- Practice evidence-based decision-making through ongoing research, feedback, and evaluation
- Nurture creativity, learn from challenges, and adapt to change

We are **courageous**

and therefore we:

- Are compassionately honest
- Are open and speak up about issues
- Do what's right, even when it's not easy

We value **strong, cohesive community**

and therefore we:

- Intentionally build skilled, trust-based teams
- Uphold standards and expectations for respectful, caring community
- Foster an enthusiastic work environment

We value **fun**

and therefore we:

- Create opportunities for members to socialize in a positive, safe environment
- Celebrate successes
- Make time to enjoy our work and each other

Goals and Objectives

GOAL: **IMPACT**

Create meaningful interactions to enhance members' post-secondary experience and demonstrate SAMRU's value

OBJECTIVES:

- **Increase** member awareness of SAMRU membership and membership offerings
 - Measured by member feedback and increased member participation in each broad area of SAMRU work
- **Increase** member perception of membership value and sense of belonging
 - Measured by member feedback and increased member participation in each broad area of SAMRU work
- **Increase** the overall quality of SAMRU offerings
 - Measured by increases in self-reported impact and engagement indicators in quadrants 1, 2 and 3 (see Impact/Engagement grid below)

Impact	Quadrant 1 High Impact, Low Engagement	Quadrant 2 High Impact, High Engagement
	Quadrant 4 Low Impact, Low Engagement <i>(reduce or eliminate)</i>	Quadrant 3 Low Impact, High Engagement
	Engagement	

GOAL: LEADERSHIP

Demonstrate exceptional leadership in all facets of SAMRU's work

OBJECTIVES:

- **Increase** the transparency and effectiveness of SAMRU's evidence-based decision-making, and extend coverage of evaluation and reporting systems across the organization
 - Measured by internal assessment, feedback and the existence and utilization of reporting systems
- **Increase** strategically the capacity of SAMRU's internal stakeholders to be organizational ambassadors and demonstrate leadership
 - Measured by feedback and internal assessment
- **Increase** the strategic value of relevant alliances to enhance organizational credibility externally
 - Measured by external feedback
- **Increase** external validations of SAMRU's work that demonstrate SAMRU meets or exceeds standards (such as accreditations or other demonstrations of excellence)
 - Measured by SAMRU's work meeting or exceeding relevant, valid external benchmarks where they exist

GOAL: **AUTONOMY**

Protect and reinforce SAMRU's independence while acknowledging and managing its interdependence

OBJECTIVES:

- **Maintain** SAMRU's financial sustainability
 - Measured by the SAMRU operating budget and key financial analytics
- **Maintain** Wyckham House Student Centre and a strong Licence of Occupation Agreement as critical organizational assets
 - Measured by internal assessments and ongoing compliance to all external requirements
- **Increase** MRU and other key stakeholders' clarity, understanding and positive perception of SAMRU's legitimate existence within multiple systems
 - Measured by feedback from those groups and regular internal assessments
- **Increase** member understanding of SAMRU and its offerings as distinct from MRU
 - Measured by member feedback and key communications metrics

GOAL: **STRONG RELATIONSHIPS**

Promote strong, trust-based relationships internally and externally

OBJECTIVES:

- **Increase** and reinforce a positive culture in SAMRU at senior levels (Governance/REC/MAG) and across the organization
 - Measured by retention data, self-reported satisfaction, and other internal assessments
- **Increase** key relevant MRU stakeholder groups' understanding of SAMRU Governance
 - Measured by SAMRU assessments and solicited stakeholder group feedback
- **Increase** the quality of SAMRU/MRU operational relationships
 - Measured by SAMRU staff assessments and MRU staff solicited feedback
- **Maintain** high quality SAMRU REC/MRU relationships
 - Measured by REC assessments and MRU senior administration solicited feedback