

York St John Students' Union Strategic Plan 2010-2014

v.5 – 17/8/11

York St John Students' Union – Strategic Plan 2010-2014

Vision

Broadening your mind. Making new friends. Advancing your career. Experiencing a different culture.

University can transform your life. So whatever you want to do with your time at York St John, we'll make sure you achieve it.

Values

Our values guide our work, and we want you to feel part of a union that reflects these beliefs in everything we do for you.

Fun

There's more to student life than lectures. Taking part in clubs and societies can help you develop your skills. But the union also gives you the chance to relax, make new friends and have a good time.

Inclusive

Whoever you are, wherever you come from and whichever course you're studying, the union is here for you. We're always looking for new ways to welcome more students into our family.

In touch and listening

As your union, we can only do a good job if we know what you want. Every year, we ask all our members how we can improve their time at university.

Value for money

We help you make the most of your money at university. This means good quality, affordable shops and bars. It also means making sure you feel your time at York St John's has been well spent.

Working together

We work with students, university staff, local businesses and the community. Together, we help you get more from student life — from volunteering opportunities to work placements.

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Strategic Themes

Our Strategic Plan is organised into five key strategic themes. These themes reflect the concerns of our students – the areas that they worry about most whilst they are studying at York St John University. In order to achieve our Vision, we believe that we need to meet the expectations outlined within these theme areas.

Theme A – Academic Achievement

We believe that all students deserve the best possible academic learning experience

Theme B – Including Everyone

We believe that all student should be able to take an active role in student life and feel part of the broad student community

Theme C – Career Development

We believe that the time students spend at university should help them to become highly skilled, highly employable individuals

Theme D – Support Services

We believe that no student should have to struggle whilst at University; support should be there to help them as they need it

Theme E – Best Value

We believe that students pay a lot for their university experience and deserve to get the best value from the money they spend

The following pages of this plan outline the individual objectives and initiatives beneath each of these themes we feel we need to complete to ensure that we deliver for our students on these themes.

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ACADEMIC ACHIEVEMENT – OBJECTIVE 1 PLAN TEMPLATE

Objective: Improve the Learning Centre for all students		Project Manager: Vice President Education & Welfare (VPEW) / General Manager (GM)			
Involved Departments: <ul style="list-style-type: none"> Students' Union Membership Services 		External Partners (if appropriate) : <ul style="list-style-type: none"> Learning Centre 			
Impact upon stakeholders: <ul style="list-style-type: none"> Students are able to better complete their courses to a higher standard 		Outline Cost (estimate if appropriate) : <ul style="list-style-type: none"> £500 per annum 			
Measures	<ul style="list-style-type: none"> Learning Centre User Forum meets; Changes made as a result of this % satisfaction with Library Resources (based on NSS Q16: "<i>The library resources and services are good enough for my needs</i>") 				
Targets	<ul style="list-style-type: none"> Forum meets at least 3 times in 2010-11 and 2011-12; then 6 times from 2012-13 and onwards At least 3 changes to provision can be attributed to Forum – 2010-11 onwards NSS Target: 72% in 2010-11, 75% in 2011-12, 80% in 2012-13, 85% in 2013-14 				
Initiatives	Starting & Finishing	Matching Values	Who / Department	Budget	Year(s)
Monitor Learning Centre support towards online resources and review if this is helpful information to students	Monitor and begin changes in May 2011 needed for 2012/13	In Touch & Listening	VPEW		2011-12
Make students aware of limitations of online resources and monitor feedback so improvements can be monitored					
Provide video tutorials ("Ask Dan") to remind students how to use the resources within the LRC	Film during Summer 2011 to be in place by Sept 2011	Inclusive, In Touch & Listening, Value for Money	VPEW, Marketing, LRC staff		2011-12

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Continue the "Learning Centre User Forums" where university staff, student officers and general students can meet on a termly basis to discuss issues and come to solutions about problems with the LRC	To take place once a term	Inclusive, In Touch & Listening	VPEW, Learning Centre Management,		2010 – 2014
Work with LRC to review the opening hours and the work spaces available for students in these hours.	As part of Learning Centre User Forums	Working Together	VPEW, Learning Centre Management		2010 - 2012
Support the library as they look at the potential of student volunteers staffing the library	Outline proposal complete by Dec 2011	Working Together	Opportunities Co-ordinator		2011 – 2014
Continue to deliver the "Core Texts" report on a semesterly basis using Programme Reps to do a check of how up to date their core texts are and how many are available in the learning centre	Reports delivered in January and May each year	In Touch & Listening, Working Together	VPEW, ADC, Programme Reps		2011 – 2014

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ACADEMIC ACHIEVEMENT – OBJECTIVE 2 PLAN TEMPLATE

Objective: Reduce the number of timetabling problems		Project Manager: Vice President Education & Welfare (VPEW) / General Manager (GM)			
Involved Departments: <ul style="list-style-type: none"> Students' Union Membership Services 		External Partners (if appropriate) : <ul style="list-style-type: none"> University Marketing, Timetabling, Registry 			
Impact upon stakeholders: <ul style="list-style-type: none"> Student satisfaction with their university experience is improved 		Outline Cost (estimate if appropriate) : <ul style="list-style-type: none"> £0 			
Measures	<ul style="list-style-type: none"> NSS Q13: "The timetable works efficiently as far as my activities are concerned" 				
Targets	<ul style="list-style-type: none"> NSS Target: 75% in 2011-12, 80% in 2012-13, 85% in 2013-14 				
Initiatives	Starting & Finishing	Matching Values	Who / Department	Budget	Year(s)
Produce a report with recommendations for timetable management improvements potentially including the following headings: <ul style="list-style-type: none"> Number of timetable clashes Number of changes to time/venue Number of late notifications or cancellations Number of sessions that run outside of 9 to 5 Use previous year's reports to act as a benchmark and to check whether recommendations have been implemented	First report completed by May 2011; delivered yearly from then on	Inclusive, In Touch & Listening, Value for Money	Programme Reps, VPEW, University Timetable Office		2010 – 2014
Work with the University on clarifying timetabling expectations in the advertising material that they produce to encourage students to come to the university	From Sept 2011 for intake 2012-13	Inclusive, Value for Money, Working Together	VPEW, University Timetable Office, University Marketing		2011 – 2014
Checking the detail in the prospectus and produce a report sampling courses and checking that the offer matches the reality	Report produced for Dec 2012				

ACADEMIC ACHIEVEMENT – THEME A

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Establish formal calendar of Timetable Review Meetings to encourage students to feedback their thoughts regularly	Created for academic year 2011/12	In Touch & Listening. Working Together	VPEW, University Timetable Office		2011-2012
Create a video as part of the "Ask Dan" series to explain how students can complain about "unreasonable" timetables and how they can productively spent their time if they are on campus	October 2011	Inclusive, In Touch & Listening, Working Together	VPEW, Marketing		2011 – 2014
Investigate flexibility of seminars on a course by course basis – i.e. how easy/problematic is it for students to choose which session they attend?	Formal assessment with students starting Nov 2012 – Report due March/April 2013	Inclusive, In Touch & Listening, Value for Money	VPEW, Programme Reps		2011 – 2013
Research how many students are affected by "unreasonable" timetables (e.g. 9 to 9 lectures on one day then no more for a week). Produce a report based on the findings of this					

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ACADEMIC ACHIEVEMENT – OBJECTIVE 3 PLAN TEMPLATE

Objective: Representative structure creates changes that improve students' courses		Project Manager: Vice President Education & Welfare (VPEW) / General Manager (GM)			
Involved Departments : <ul style="list-style-type: none"> Students' Union Membership Services 		External Partners (if appropriate) : <ul style="list-style-type: none"> University Faculties (Deans & Deputy Deans), Student Enterprise and Development, University SMT, University HR 			
Impact upon stakeholders : <ul style="list-style-type: none"> Becoming active participants in the construction of their courses, helps students to be more satisfied with their University experience 		Outline Cost (estimate if appropriate) : <ul style="list-style-type: none"> £500 per annum 			
Measures	<ul style="list-style-type: none"> Number of academic changes attributable to Union representatives (measured on a course by course basis) 				
Targets	<ul style="list-style-type: none"> At least 1 change per course can be attributed to Union reps by end of 2011-12 and then each year until end of 2013-14 				
Initiatives	Starting & Finishing	Matching Values	Who / Department	Budget	Year(s)
Continue to use Academic Action Plans to form quarterly/termly reports to central university committees (Academic Board, QSEC, Faculty QECs, etc) outlining areas for improvement and where changes have been made	Reports begin from January 2011	In Touch & Listening, Working Together	VPEW		2011 – 2014
Develop new support materials to help academic staff recruit new Programme Reps	Summer 2011 for delivery in September 2011	Working Together, Inclusive	VPEW, Programme Reps		2011-2012
Develop new structured training event for Programme Reps	In place for October 2011	In Touch & Listening, Working Together	VPEW, Programme Reps		2011-2012

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Promote changes that have been made to courses as a result of feedback back to students using the Union's communication methods and the Virtual Learning Environment (using the "Big Wins" branding established as part of "More Than Just A Bar")	March 2012 & May 2012	In Touch & Listening	ADC, Marketing	Print included in other projects	2011 – 2014
Produce an annual Academic report that compiles together the changes influenced across all academic areas to highlight the impact of the work of our representatives (part of the Union Impact Report)	Produced for distribution in July of each year (from July 2012)	In Touch & Listening	VPEW, ADC, Marketing	£500 for production of low-number print run for key contact	2012 – 2014
Work with University HR to create a "Student Interviewer Scheme" that allows students to take an active role in the recruitment process of all University lecturing and senior support staff	Begin discussions Summer 2011	In Touch & Listening, Working Together	VPEW, University HR		2011 – 2014

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ACADEMIC ACHIEVEMENT – OBJECTIVE 4 PLAN TEMPLATE

Objective: Students feel they get the academic support they need		Project Manager: Vice President Education & Welfare (VPEW) / General Manager (GM)			
Involved Departments : <ul style="list-style-type: none"> Students' Union Membership Services 		External Partners (if appropriate) : <ul style="list-style-type: none"> University Faculties, Deputy Vice Chancellor 			
Impact upon stakeholders : <ul style="list-style-type: none"> Clear understanding of rights and responsibilities improves student satisfaction with their course and the university 		Outline Cost (estimate if appropriate) : <ul style="list-style-type: none"> £1,000 in 2011-12, £500 per annum thereafter 			
Measures	<ul style="list-style-type: none"> Summaries in place Rate of improvement in NSS results 				
Targets	<ul style="list-style-type: none"> 100% summaries in place on each targeted courses for the start of semester two each year NSS results of targeted courses improve by 10% year on year 				
Initiatives	Starting & Finishing	Matching Values	Who / Department	Budget	Year(s)
Develop the one page summary for the Arts and look at rolling out initial summary across another faculty in accordance to the NSS results. Including the following: <ul style="list-style-type: none"> A one page summary (like an insurance cover note) with the key information for each module so students are clear about their expectations & rights, as well as their responsibilities as a learner A charter agreeing amount of contact time a student can expect with their lecturer A charter agreeing what fair assessment is A charter agreeing expected turnaround time and type of feedback the student should receive <i>All charters would be created in collaboration between students and lecturers (with the collaboration being led by the SU)</i>	Starting Sept 2010 – in place by end of Oct 2010 Move on to next faculty Sept 2011 (and so forth)	In Touch & Listening, Value for Money, Working Together	VPEW, Programme Reps, Appropriate Academics		2010 – 2014

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Continue to measure course by course average feedback return times to check if faculties are actually sticking to University policy. Highlight both good and bad practice, praising those that do and reporting those that don't	Report due February each year	In Touch & Listening, Working Together	VPEW, Programme Reps		2010 – 2014
Develop the Moodle Forums to allow reps to gather feedback about their courses. Developing this alongside the whole Programme Rep system will mean it works well together	Forums in place Sept 2010, developed from there on	Inclusive, In Touch & Listening	VPEW, ADC, Marketing, Programme Reps		2010 – 2014
Annually measure the consistency of usage of the Virtual Learning Environment by lecturers so that we can directly target those courses that need to make more available through this	Assessment exercise starts Jan 2011	In Touch & Listening, Working Together	VPEW, ADC, Programme Reps		2011 – 2014

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INCLUDING EVERYONE – OBJECTIVE 1 PLAN TEMPLATE

Objective: Involve Mature & International Students in the Union		Project Manager: President / General Manager			
Involved Departments: <ul style="list-style-type: none"> Students' Union 		External Partners (if appropriate): <ul style="list-style-type: none"> YSJ International, YSJ Marketing, PVC Development 			
Impact upon stakeholders: <ul style="list-style-type: none"> Feeling that they are involved in Union means greater satisfaction with their student experience 		Outline Cost (estimate if appropriate): <ul style="list-style-type: none"> £2,000 for 2011-12 			
Measures	<ul style="list-style-type: none"> % of Mature & International Students either rating Some Involvement, Involved or Highly Involved (in Annual Survey) 				
Targets	<ul style="list-style-type: none"> 22% Mature involvement in 2010-11; 25% 2011-12; 28% 2012-13; 31% 2013-14 35% International involvement in 2010-11; 37.5% 2011-12; 40% 2012-13; 42.5% 2013-14 				
Initiatives	Starting & Finishing	Matching Values	Who / Department	Budget	Year(s)
Take an active role in creating and delivering the International Students induction programme, linking in the entertainment and social opportunities from Global Friends, the SU Ents team and Student Activities	Pre-Summer each year for September delivery	Fun, Inclusive, Working Together	President (lead), Student Activities, Ents, YSJ International	To come from current Welcome Week budget	2011 – 2014
Lobby the University to introduce an induction event for students who don't live in Halls – separate to their course induction – focusing on explaining the full role of the Students' Union (membership as opposed to commercial) This could be delivered as an online video if a specific event cannot be added into the calendar	September 2011 delivery	Inclusive, In Touch & Listening	President		2011 – 2014
Work with International Students to create "A Guide to English Living" – a personalised account of what it is like to be an International Student living in England	Start September 2011 for January 2012	Inclusive, In Touch & Listening	Marketing, President, YSJ International, YSJ Marketing	£750 for print	2011 – 2012

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Create video versions of the Welcome Guides to be available before students arrive at YSJ – initially for just Mature and International students, then rolled out to whole student population by 2013	Planning and Filming starts Oct 2011 for delivery June/July 2012	Fun, Inclusive, Value for Money	Marketing, Sabbaticals, YSJ International	£250	2011 – 2013
Work closely with the University to ensure that campus and the Union can cope with the increase in International Student numbers that will result from the University's Internationalisation agenda	Summer 2011 onwards	Inclusive, Working Together	Sabbaticals, PVC Development		2011 – 2014
Measure International Student involvement in Clubs and Societies and create incentivised funding for innovative ideas that engage International Students with Clubs and Socs	From September 2011	Fun, Inclusive, Working Together	VPSA, GM, Activities Co-ordinator	£500 VPSA Campaign pot	2011 – 2014
Create a first term International week and make the University International Students Week a key part of our activity programme for the year with specific Entertainment events, sports and societies activities and a central fair to give International Students the opportunity to showcase their cultures	Union International Week in November 2011; University week term 2?	Fun, Inclusive, Working Together	President, Commercial Services Manager, YSJ International	£500 to put towards promotional materials (in conjunction with YSJ International)	2011 – 2012 initially
Create a buddy scheme linking International Students with UK based students to help them integrate quickly into English culture and answer any questions these students might have	Plan Summer 2011 to deliver to Semester 2 arrivals	Fun, Inclusive, Working Together	President, Opportunities Co-ordinator, YSJ International	£500 to create brand and promo materials	2011 onwards

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INCLUDING EVERYONE – OBJECTIVE 2 PLAN TEMPLATE

Objective: Expand the Ents programme to include non-alcoholic events		Project Manager: Vice President Student Activities (VPSA) / Bar & Ents Co-ordinator			
Involved Departments: <ul style="list-style-type: none"> SU Ents and Commercial Services 		External Partners (if appropriate): <ul style="list-style-type: none"> Community Partners within the city 			
Impact upon stakeholders: <ul style="list-style-type: none"> Greater variety of opportunities for students involved in programme will lead to more satisfaction and greater student retention 		Outline Cost (estimate if appropriate): <ul style="list-style-type: none"> Additional £600 in 2011-12 with other costs already in the Ents budget to be redistributed to meet our objectives 			
Measures	<ul style="list-style-type: none"> Number of Events taking place outside of Union Building % of students feel Ents programme is diverse (in Annual Research) 				
Targets	<ul style="list-style-type: none"> At least 1 event in other university space each week in 2010-11; 2 events per week 2011-12; 3 events per week 2012-13; 4 events per week 2013-14 At least 1 event out of campus each month in 2010-11; 2 events each month 2011-12; 1 per week 2012-13 70% of all students (50% Mature & International) agree/strongly agree 2011-12; 				
Initiatives	Starting & Finishing	Matching Values	Who / Department	Budget	Year(s)
Create events under the Ents programme that aren't based within the Union Building: <ul style="list-style-type: none"> Run at least one event each week in a different space on campus Create links with other entertainment providers within the city that provide things our programme doesn't 	September 2010	Fun, Inclusive, Value for Money, Working Together	VPSA & Ents Team (Ideas), Bar & Ents Co-ordinator (Delivery)	Cost of events should be covered by event itself or broader programme	2010 – 2014
Provide incentivised funding for Clubs and Societies to run "Give it a Go" style sessions once the main recruitment drive has been completed	From November 2011 onwards	Fun, Inclusive, Value for Money	VPSA, GM, Activities Co-ordinator	£500 VPSA Campaign pot	2011 – 2014

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Establish and maintain early evening (4-8pm) and lunchtime to afternoon (12-4pm) entertainment programmes to encourage more people to come into and stay in the Union building	Early Evening programme in place from Sept 2012	Fun, Inclusive, Value for Money	VPSA & Ents Team (Ideas), Bar & Ents Co-ordinator (Delivery)	Cost of events should be covered by event itself or broader programme	2012 – 2014
Work with Hall Promo Team and Wardens to create tailored induction programmes that last the whole of the first term	In place for September 2012	Fun, Inclusive	VPSA, Commercial Services Manager		2012 (then onwards when successful)
Expand the range of non-alcoholic drinks available on the Bar menu, increasing the visibility of these & making sure there is a non-alcoholic offers whenever there is a discounted alcohol offer	In place for September 2011	Inclusive	Bar & Ents Co-ordinator		2011 then onwards
Create noticeboard space in main reception to have a daily update of what's going on in and out of the building that day/week (and the day after/week after) – with an emphasis on making the messages feel personal	In place for September 2011	Fun	Reception team, Marketing, VPSA	Reuse existing space	2011 onwards
Continuously promote Ents Team through YSJ Connect as a volunteering opportunity to encourage a wide variety of students to get involved in creating and running events	From September 2011 onwards	Fun, Inclusive, Working Together	Ents Team, Opportunities Co-ordinator, Careers		2011 onwards

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Objective: Students are aware that the Union is more than just a building		Project Manager: President / Marketing Co-ordinator			
Involved Departments: <ul style="list-style-type: none"> Sabbaticals, Students' Union Marketing 		External Partners (if appropriate):			
Impact upon stakeholders: <ul style="list-style-type: none"> Greater awareness of Union services will mean more use of services, improving life on campus for all students 		Outline Cost (estimate if appropriate): <ul style="list-style-type: none"> £2,500 in 2011-12, £1,500 per annum from then on 			
Measures	<ul style="list-style-type: none"> % of students agree/strongly agree – "The Union provides more than just a bar and a shop" 				
Targets	<ul style="list-style-type: none"> 70% agree/strongly agree 2010-11; 80% 2011-12; 90% 2012-13; 95% 2013-14 				
Initiatives	Starting & Finishing	Matching Values	Who / Department	Budget	Year(s)
Continue the "More Than Just a Bar" campaign (including the "Big Wins" section in Semester Two), adding another 5 additional information slides to the original 5 that form the base of the campaign	October 2011 & May 2012	Inclusive, Value for Money	Marketing	£500	2010 – 2014
Create an Involvement Guide document using the "More Than Just a Bar" branding outlining all of the opportunities to do things with the Union that are available	Complete for Summer 2011	Fun, Inclusive, In Touch & Listening	Marketing	£1,000 for print and design	2011 – 2014
Create a Guide to Union Campaigns that outlines all of our campaigns. This would be mailed to students along with the Welcome Week guide, Guide to the Building and the new Involvement Guide	Complete for Summer 2012	In Touch & Listening	Marketing	£1,000 for initial design and print	2011 – 2014
Colour code Sabbatical calendars in Outlook to identify clearly how much time Sabbaticals are spending out talking to students. Publish the results monthly on the Sabbatical blogs	From September 2011 onwards	In Touch & Listening	Sabbaticals, Admin Co-ordinator		2011 – 2014

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Continue to run the Union Roadshow and Soapbox programmes, establishing a schedule for each during Union Council training and publishing regular videos	From September 2011 onwards	In Touch & Listening	Sabbaticals, Union Councillors		2010 – 2014
Maintain a regularly reviewed Electronic Communications Strategy (ECS), outlining how we are communicating with our students outside of the building. For 2011-12, this should include a commitment to redeveloping the visual feel, landing page and navigation of the main website	ECS draft complete for October 2011; New website complete for Sept 2011	Inclusive, In Touch & Listening	GM (lead), Marketing, President		2011 – 2014

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INCLUDING EVERYONE – OBJECTIVE 4 PLAN TEMPLATE

Objective: Build student involvement year on year		Project Manager: Vice President Student Activities (VPSA) / General Manager			
Involved Departments: • Students' Union		External Partners (if appropriate): • None			
Impact upon stakeholders: • Students get a better Union and better activities through their growing involvement. The Union gets better and more effective officers & committee members.		Outline Cost (estimate if appropriate): • £500 in 2010-11, £1,500 ongoing after that			
Measures	<ul style="list-style-type: none"> • Level of Involvement across all student categories (i.e. rating Some Involvement, Involved or Highly Involved (in Annual Survey)) • Level of Involvement of Mature & International Students 				
Targets	<ul style="list-style-type: none"> • 43% total involvement for 2010-11; 47% 2011-12; 49% 2012-13; 52% 2013-14 • 22% Mature involvement in 2010-11; 25% 2011-12; 28% 2012-13; 31% 2013-14 • 35% International involvement in 2010-11; 37.5% 2011-12; 40% 2012-13; 42.5% 2013-14 				
Initiatives	Starting & Finishing	Matching Values	Who / Department	Budget	Year(s)
Create demographic reports on student involvement across facebook page likes, voting, club and society membership, staff in the Union and volunteering. Compare these to the benchmarks established in the reports produced in 2011.	January/Feb each year from 2012 forwards	Inclusive	Marketing, Reception, Activities Co-ordinator, Opportunities Co-ordinator		2011 – 2014
Starting with volunteering, work with senior staff in the Business School and the Faculty of Education & Theology to establish why they have lower levels of involvement and what we can do to increase this	Plans established October 2011	Inclusive	GM, VPSA, Opportunities Co-ordinator		2011
Develop a specific marketing plan (to sit alongside the Electronic Communications Plan) to increase the number of current students who "like" the Union on Facebook	Plan in place for delivery from Sept 2011	Inclusive, In Touch & Listening	Marketing		2011

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Market involvement more clearly by promoting ALL Union volunteering roles – from community volunteering to sports club committee roles – through YSJ Connect	January 2011 onwards	Fun, Inclusive	Opportunities Co-ordinator		2011 – 2014
Run a campaign to show how easy it is to be involved – from giving a comment on your course to running a sports club – case study style approach	To run initially in 2012-13 then each year after that	Fun, Inclusive	Activities Co-ordinator, Opportunities Co-ordinator, Marketing	£1000	2011 – 2014
Completely overhaul Club and Society Committee training to focus on skills rather than simply knowledge. Include sessions on diversity, methods of recruitment and including students from different areas of the university	September 2011	Inclusive	Activities Co-ordinator		2011 – 2014
Using the Customer Service Group, create and deliver a mystery shopper system for Clubs and Societies to report on the actual experience students receive when they try to join our activity groups. Provide positive feedback to improve those groups that fall short and celebrate those groups that perform well	To be rolled out from October 2011 onwards	Inclusive, Value for Money	Customer Service Group		2011 – 2014

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CAREER DEVELOPMENT – OBJECTIVE 1 PLAN TEMPLATE

Objective: Being a member of staff in the Students' Union helps you advance your career		Project Manager: Vice President Student Activities (VPSA) / Opportunities Co-ordinator			
Involved Departments: <ul style="list-style-type: none"> Students' Union Membership Services 		External Partners (if appropriate): <ul style="list-style-type: none"> University Careers 			
Impact upon stakeholders: <ul style="list-style-type: none"> Well rounded staff gain extra benefits from working at the SU 		Outline Cost (estimate if appropriate): <ul style="list-style-type: none"> £0 			
Measures	<ul style="list-style-type: none"> % believe "Working for the Union has improved my career prospects" in Staff Survey 				
Targets	<ul style="list-style-type: none"> 80% agree/strongly agree working for the Union improves their career prospects in April 2012; 85% - April 2013; 90% - April 2014 				
Initiatives	Starting & Finishing	Matching Values	Who / Department	Budget	Year(s)
Offer all staff skills expression training sessions, running an initial evaluation as part of the Union induction session, revisiting in January appraisals and then providing a Career Development authored session to staff by the end of March 2012.	Initial evaluations Sept 2011; revisit Jan 2012, training Mar 2012	Working Together, In Touch and Listening	Opportunities Co-ordinator, University Career Development		
Create a series of videos that show a day in the life of all positions within the Union (from Sabbaticals to Senior Managers to Crew Members). Publish on our web sites and via YSJ Connect.	Published monthly from Nov 2011 onwards	Fun, In Touch & Listening, Working Together	Opportunities Coordinator (lead), Marketing, YSJ Connect		
Offer Students career development days where they can come into the Union and experience working life for a day.	Offered from 2012-13	Fun, Working Together	Managers of Departments		

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CAREER DEVELOPMENT – OBJECTIVE 2 PLAN TEMPLATE

Objective: A broad range of opportunities to help students improve their skills is available		Project Manager: President / Opportunities Co-ordinator			
Involved Departments: <ul style="list-style-type: none"> Students Union Membership Services 		External Partners (if appropriate): <ul style="list-style-type: none"> University Careers, University Catering, Welfare Team 			
Impact upon stakeholders : <ul style="list-style-type: none"> Students get better jobs upon graduation due to a great level of skill qualification 		Outline Cost (estimate if appropriate) : <ul style="list-style-type: none"> £1,000 			
Measures	<ul style="list-style-type: none"> Number of attendees at Skills Sessions / % of attendees who are Union volunteers Number of placements available in the Union 				
Targets	<ul style="list-style-type: none"> Skill Attendees: 50 attendees (2010-11); 65 (2011-12); 80 (2012-13); 95 (2013-14) % attendee union vols: 60% (2010-11); 40% (2011-12); 30% (2012-13); 25% (2013-14) Number of placements: 4 (2011-12); 6 (2012-13); 8 (2013-14) 				
Initiatives	Starting & Finishing	Matching Values	Who / Department	Budget	Year(s)
Offer the Union as a place for work placements, creating more formal links with academic work placements	January 2011 onwards	Inclusive, Value for Money, Working Together	Opportunities Co-ordinator, University Careers		
Create a life skills fair in the Union. Stalls to be cooking demonstrations, citizenship, community care from the Council etc.	Pilot Semester 2 – 2011, then roll out in each semester from then on	In Touch & Listening, Working Together	Opportunities Co-ordinator, Welfare Team, University Catering		
Work with Careers to deliver a programme of skills training sessions to sit alongside the "Careers Isn't Scary" campaign	February 2012	Working Together	Opportunities Co-ordinator, University Careers		

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CAREER DEVELOPMENT – OBJECTIVE 3 PLAN TEMPLATE

Objective: Students are encouraged to be actively thinking about their future from when they start their degrees		Project Manager: Vice President Student Activities (VPSA) / Opportunities Co-ordinator			
Involved Departments: <ul style="list-style-type: none"> Students' Union Membership Services / Marketing 		External Partners (if appropriate): <ul style="list-style-type: none"> University Careers, University IT department 			
Impact upon stakeholders: <ul style="list-style-type: none"> Students leave University knowing what their next step is and how to make it happen 		Outline Cost (estimate if appropriate): <ul style="list-style-type: none"> £1,250 			
Measures	<ul style="list-style-type: none"> Number of students involved in Volunteering Number of students engaging with University Careers 				
Targets	<ul style="list-style-type: none"> Numbers increase in Volunteering (based on 2009-10 baseline figures) by 10% year on year 10% year on year increase in Careers yearly engagement numbers from 2010 onwards 				
Initiatives	Starting & Finishing	Matching Values	Who / Department	Budget	Year(s)
Continue the "Careers Isn't Scary" campaign expanding to build on the base established in year one of the plan	Runs in February 2012	Fun, Working Together	University Careers, Opportunities Co-ordinator, Marketing Co-ordinator	£500 for additional material	
Increase opportunity awareness by promoting opportunities using YSJ Connect, building on the brand established in 2010-11 to increase the number of students taking part in volunteering	Programme starts September 2010	Working Together, Inclusive	University Careers, Opportunities Co-ordinator, Marketing Co-ordinator		

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<p>Create specific action plans to target both Business School and Education & Theology Faculty students to engage with volunteering using targeted lecture talks and emails. Use demographic data to produce a report showing where involvement has increased and what the effect of the action plans have been.</p>	<p>Plans in place for Oct 2011 Report completed Feb 2012</p>	<p>Inclusive</p>	<p>Opportunities Co-ordinator</p>		
<p>Devise a formal support system for volunteers to recognise when they're taking on too much and put interventions in place to stop this happening</p>	<p>System suggestion report in December 2011</p>	<p>In touch & listening</p>	<p>Opportunities Coordinator</p>	<p>n/a</p>	
<p>Work with University IT on the introduction of personal homepages and using Moodle to promote key opportunities at key times within the year. Use Mahara and Sharepoint where possible and if appropriate.</p>	<p>From September 2011</p>	<p>Inclusive, In Touch & Listening, Working Together</p>	<p>Mark Dransfield, Blayne Parkinson, University Careers, Opportunities Co-ordinator</p>		

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CAREER DEVELOPMENT – OBJECTIVE 4 PLAN TEMPLATE

Objective : Union involvement has a positive impact on students careers and their experiences benefit current students		Project Manager : Vice President Student Activities (VPSA) / Opportunities Co-ordinator			
Involved Departments : <ul style="list-style-type: none"> Students' Union Membership Services 		External Partners (if appropriate) : <ul style="list-style-type: none"> University Careers, Alumni Development, Conferencing 			
Impact upon stakeholders : <ul style="list-style-type: none"> Graduates use the benefits of Union involvement to advance their careers & then help current students to do the same 		Outline Cost (estimate if appropriate) : <ul style="list-style-type: none"> £0 			
Measures	<ul style="list-style-type: none"> Ex staff/ students are tracked – pilot project with students who have been involved in the Union Number of talks in place in programmes 				
Targets	<ul style="list-style-type: none"> A database is set up to compile this data by September 2011 1 talk in every faculty (2011-12); 2 talks in every faculty (2012-13); 3 talks in every faculty (2013-14); 				
Initiatives	Starting & Finishing	Matching Values	Who / Department	Budget	Year(s)
Track people after graduation to see how they're doing and if the activities they took part in through the Union have has a positive effect on their careers. Recruit a student researcher and volunteers to help with this project.	Project to begin Sept 2011; Report published April 2012	Fun, In Touch & Listening	Opportunities Co-ordinator (lead), Alumni Development, General Manager, YSJ Connect		
Ensure that Alumni come back to give inspirational talks to students about their careers in all faculties. Create a programme of talks to fit alongside the "Careers Isn't Scary" campaign	Programme of talks begins Feb 2012	Fun, In Touch & Listening,	Opportunities Co-ordinator (lead), Alumni Development, University Careers, Conferencing		

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<p>Introduce a "Workplace mentors" scheme, split into two parts:</p> <ul style="list-style-type: none"> • Graduates mentoring finalists in preparation for entering work • Local business mentoring new graduates 	<p>Work up proposal for action (Dec 2011?)</p>	<p>Working Together</p>	<p>Alumni Development, Opportunities Co-ordinator, University Careers, YSJ Connect</p>		
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SUPPORT SERVICES – OBJECTIVE 1 PLAN TEMPLATE

Objective: Students know what financial support is available		Project Manager: Vice President Education & Welfare (VPEW) / Marketing Co-ordinator			
Involved Departments: <ul style="list-style-type: none"> Students' Union Membership Services 		External Partners (if appropriate): <ul style="list-style-type: none"> University Student Services team 			
Impact upon stakeholders: <ul style="list-style-type: none"> Students' have easier access to financial support, easing tensions regarding system and assisting with staying at university 		Outline Cost (estimate if appropriate): <ul style="list-style-type: none"> £350 			
Measures	<ul style="list-style-type: none"> % students who think this information is easy to find when they needed to find it (question in annual survey) 				
Targets	<ul style="list-style-type: none"> 60% agree/strongly agree info is easy to find – 2010-2011; 70% - 2011-12; 75% - 2012-2013; 80% - 2013-14 60% mature students agree/strongly agree info is easy to find – 2010-2011; 70% - 2011-12; 75% - 2012-2013; 80% - 2013-14 				
Initiatives	Starting & Finishing	Matching Values	Who / Department	Budget	Year
In collaboration with the Student Support Teams produce a staff newsletter covering finance topics which could go out to all tutors twice a year (potentially alongside the Voice publication)	Published mid-Oct, late-Jan each year	Working Together	VPEW, Student Services	£100 for printing	2010 - 2014
Expand the current Money Doctors scheme, looking to recruit more volunteers and creating a full programme of activities including Money Awareness week	Plan created by end Sept 2012 and delivered throughout year	Fun, Value for Money, Working Together	Opportunities Coordinator (lead), VPEW, Student Services	£250 to support activity	2010 - 2014

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Run targeted e-mail campaign which can be linked to the University Info-hub aimed at mature students to let them know available financial assistance. April Campaign would be framed to focus students on applying for funding in the coming academic year.	Campaign runs: Oct, Jan, April each academic year	Inclusive	VPEW, Marketing, Student Services		2010 - 2014
Create an internet video guide on how to navigate the paperwork when reapplying for loans or other finance related application. ("Ask Dan" style with new VPEW)	May 2012	Inclusive	VPEW, Marketing, Student Services		2012 - 2014

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SUPPORT SERVICES – OBJECTIVE 2 PLAN TEMPLATE

Objective: One to one advice is available from a variety of sources		Project Manager: Vice President Education & Welfare (VPEW) / Opportunities Co-ordinator			
Involved Departments: <ul style="list-style-type: none"> Students' Union Membership Services 		External Partners (if appropriate): <ul style="list-style-type: none"> University Student Services teams, University Marketing, Wardens 			
Impact upon stakeholders: <ul style="list-style-type: none"> Finding advice more easily means a lower drop out rate and a higher feeling of overall satisfaction with the University 		Outline Cost (estimate if appropriate): <ul style="list-style-type: none"> £0 			
Measures	<ul style="list-style-type: none"> % of students that feel that advice is easily accessible 				
Targets	<ul style="list-style-type: none"> 60% agree/strongly agree that advice is easy to access in 2010-11; 70% - 2011-12; 75% - 2012-13; 80% - 2013-14 				
Initiatives	Starting & Finishing	Matching Values	Who / Department	Budget	Year
Create web-based videos of specialists answering Frequently Asked Questions. A 'Book appointment here' button to be located on our site.	First videos up on site by Sept 2010. Complete set – Sept 2012	Inclusive, Working Together	VPEW, Student Services, Marketing		2010 - 2012
Continue to recruit Volunteer advice workers to work alongside Sabbaticals and Union Councillors on specific campaigns (Safety of Students, Housing, Happy Campus, etc) throughout the year	Recruitment Sept 2011 onwards	Fun, Working Together	Opportunities Coordinator, VPEW, President		2010 - 2014
Programme Rep training is changed to include an advice & guidance section so that they can better handle enquiries from students.	October 2011	Working Together	VPEW, Student Services		2010 - 2014

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Work with Schools Liaison in the University Marketing department to include more in the training Student Ambassadors about the role of the Students' Union on campus and what services are available from Student Services.	November 2011 onwards	In Touch & Listening, Working Together	VPEW (lead), President, Student Services, University Marketing		2011 - 2014
Build messages about what University student support services are available to students into every campaign the Union runs (as appropriate)	In line with Communications Plan	Working Together	Marketing (lead), VPEW, Student Services		2010 - 2014
Student Services to be involved in Sabb team and Union Council training, running specific briefing sessions for all new Officers	Summer 2010 then annually	Working Together	Sabbaticals, General Manager, Student Support Teams		2010 - 2014

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SUPPORT SERVICES – OBJECTIVE 3 PLAN TEMPLATE

Objective: Support and guidance information is easy to access		Project Manager: Vice President Education & Welfare (VPEW) / Administration Co-ordinator			
Involved Departments: <ul style="list-style-type: none"> Membership Services, Reception, Marketing 		External Partners (if appropriate): <ul style="list-style-type: none"> University Facilities, Student Services 			
Impact upon stakeholders: <ul style="list-style-type: none"> Finding advice more easily means a lower drop out rate and a higher feeling of overall satisfaction with the University 		Outline Cost (estimate if appropriate): <ul style="list-style-type: none"> Only capital expenditure 			
Measures	<ul style="list-style-type: none"> % of students that feel that advice is easily accessible 				
Targets	<ul style="list-style-type: none"> 60% agree/strongly agree that advice is easy to access – 2010-11; 70% - 2011-12; 75% - 2012-13; 80% - 2013-14 				
Initiatives	Starting & Finishing	Matching Values	Who / Department	Budget	Year(s)
Vice President Education & Welfare to attend the Student Services meeting to aid communication and share ideas	From Sept 2011 onwards	Inclusive	VPEW, Student Services		2010 – 2014
Continue to participate in the bi-monthly 'YSJ Student Support Network' in conjunction with the University inviting all the key players involved in student support.	From February 2011 onwards	Inclusive, In Touch & Listening	VPEW, Student Services		2011 - 2014
Include Student Services information in the reception area with racks for information leaflets and a specific "Student Services" noticeboard	In place Sept 2011	Inclusive, Value for Money	General Manager, VPEW, Admin Co-ordinator, Student Services	Student Services to provide rack	2011 – 2012

York St John Students' Union – Strategic Plan 2010-2014

Union reception staff training to include the 'Student Support' University staff-training DVD so that staff have more knowledge of what is available support-wise across the institution	September 2011	In Touch & Listening	Admin Supervisor, Student Services		2010 - 2014
Work with the Student Support team's CRM database – 'SATnav' – to use the profiling information we have for students to better target messages and provide more appropriate support	From August 2011	Working Together	Marketing, Student Support Teams.		2011

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SUPPORT SERVICES – OBJECTIVE 4 PLAN TEMPLATE

Objective: Students are happy with their accommodation		Project Manager: Vice President Education & Welfare (VPEW) / Marketing Co-ordinator			
Involved Departments: <ul style="list-style-type: none"> Students' Union Membership Services, Marketing, Commercial Services 		External Partners (if appropriate): <ul style="list-style-type: none"> University Accommodation Office, Student Support Teams 			
Impact upon stakeholders: <ul style="list-style-type: none"> By solving accommodation problems earlier, students are free to concentrate on pursuing academic achievement 		Outline Cost (estimate if appropriate): <ul style="list-style-type: none"> £3,500 			
Measures	<ul style="list-style-type: none"> % of students that are happy with their accommodation (in Annual Survey) 				
Targets	<ul style="list-style-type: none"> 70% agree/strongly agree they are happy – 2010-11; 75% - 2011-12; 80% - 2012-13; 85% - 2013-14 				
Initiatives	Starting & Finishing	Matching Values	Who / Department	Budget	Year(s)
Build greater community within halls by creating a series of events and activities to create a sense of competition between halls and collaboration within halls	Roll out model Sept 2010 onwards	Fun, Inclusive, In Touch & Listening	President (lead), Marketing, Accommodation		2010 – 2014
Provide mediation service for students who are having problems with housemates. Student/staff training is being looked into.	Available from Dec 2011	Working Together	Opportunities Co-ordinator (lead), VPEW, Student Services		2011 – 2014
Review our links to the accommodation code of practice and look to address our concerns with the system by getting Sabbatical representation on this group	In place for Feb 2012	In Touch & Listening, Working Together	VPEW		2010 – 2012

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Continuing to investigate the possibility of starting a letting agency on campus – run jointly by the Union and the University – to provide students with properly vetted accommodation	From 2010 onwards	Value for Money	Commercial Services Manager, Appropriate University Staff		2010 – 2014
Continue to publish a community living handbook (Community Guide) with Higher York.	Published every April/May from 2011 onwards	In Touch & Listening	President, Opportunities Co-ordinator, Marketing Higher York	£500 for print	
Continue to support the Community Co-ordinators scheme, looking to use this to build relationships between students and the local community, and create new volunteering projects. Fundraise continuously for this project with City Council and community partners	Reports from Co-ordinators each term; funding targets hit by March each year	In Touch & Listening	President, Opportunities Co-ordinator, RAG	£3,000 per annum	
Implement the Housing Campaign expanding it to include the Housing Fair, house-hunting checklist and volunteer contract checkers.	To run in Jan 2012	In Touch & Listening	VPEW (lead), President, Opportunities Co-ordinator Student Welfare Team	£500	2010 – 2014
Produce a document as part of the Housing Campaign about choosing who to live with, what happens when you live with people, etc – using the same branding as the Housing Campaign and the Community Guide					

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BEST VALUE – OBJECTIVE 1 PLAN TEMPLATE

Objective: Students feel that the Union Building is a welcoming environment		Project Manager: President / Commercial Services Manager (CSM)			
Involved Departments: <ul style="list-style-type: none"> Bar / Cafe / Shop / Reception 		External Partners (if appropriate) : <ul style="list-style-type: none"> Business School, Other appropriate businesses 			
Impact upon stakeholders: <ul style="list-style-type: none"> All students feel welcome and are therefore more likely to use Union services 		Outline Cost (estimate if appropriate) : <ul style="list-style-type: none"> £0 			
Measures	<ul style="list-style-type: none"> % students feel the Union is a welcoming environment % mystery customer scores 				
Targets	<ul style="list-style-type: none"> 75% of students feel Union is welcoming - 2010-11; 80% - 2011-12; 85% - 2012-13; 90% - 2013-14 95% score to be hit monthly within one year of scheme starting (Jan 2012) 				
Initiatives	Starting & Finishing	Matching Values	Who / Department	Budget	Year(s)
Continue regular meetings of the Customer Service Focus Group, inviting advisors from other businesses and organisations as guest contributors on a monthly basis, in particular staff from the Business School	Monthly throughout the academic year	Inclusive	Administration Co-ordinator (lead), Commercial Services Manager, Business School, other businesses		2010 – 2014
Recruit non staff members for the Customer Service Focus Group	To start from March 2011	Inclusive	Administration Co-ordinator		2010 - 2014
Continue to refine the Mystery Shopper Report system to produce more comprehensive analysis, and incorporate Membership Services messages within the 'upsell' question	From March 2011	Inclusive, In Touch & Listening	Commercial Services Manager		2011 - 2014

BEST VALUE – THEME E

York St John Students' Union – Strategic Plan 2010-2014

Extend the Mystery Shopper Report programme to other organisations, and also invite other organisations to act as Mystery Shoppers	From November 2011	Inclusive, In Touch & Listening	Commercial Services Manager		2011 - 2014
Customer Service Focus Group to produce action plans for improvement and an overall score from the monthly meetings	From March 2011	Inclusive	Customer Service Focus Group, individual service managers		2011 – 2014
Create a working group to meet 'as required' to address member building issues such as the cleanliness of the toilets, involve the University facilities department in this	To start March 2011	In Touch & Listening	Commercial Services Manager (lead), Facilities Co-ordinator, and other staff as required		2011 - 2014

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BEST VALUE – OBJECTIVE 2 PLAN TEMPLATE

Objective: Students know how we provide value in comparison to our competition		Project Manager : President / Commercial Services Manager (CSM)			
Involved Departments : <ul style="list-style-type: none"> Bar / Cafe / Shop / Marketing 		External Partners (if appropriate) : <ul style="list-style-type: none"> None 			
Impact upon stakeholders : <ul style="list-style-type: none"> More students shop with the Union as they see how it provides value compared to competitors within the city 		Outline Cost (estimate if appropriate) : <ul style="list-style-type: none"> £0 			
Measures	<ul style="list-style-type: none"> % of students who think the Union provides Value for Money 				
Targets	<ul style="list-style-type: none"> 75% think Union is Value for Money – 2010-11; 80% - 2011-12; 85% - 2012-13; 90% - 2013-14 				
Initiatives	Starting & Finishing	Matching Values	Who / Department	Budget	Year(s)
Update the Online Benchmarking site on a monthly basis, changing 'competitors' as necessary, then begin to expand this site by introducing more information as additional services are added for students	To start March 2011	Value for Money	CSM (lead), Marketing, Commercial Managers		2011 - 2014
Investigate possible satellite catering facilities that can be provided to students directly at their halls and residences; ideas including late night takeaway, shopping delivery, an online SU Shop – to complement existing services and implemented so that footfall in the Union building is not affected	To start May 2012 Action plan to be delivered Sept 2012	In Touch & Listening	Commercial Services Manager		2011 - 2014

BEST VALUE – THEME E

York St John Students' Union – Strategic Plan 2010-2014

Plan and introduce an estate agent style operation helping students to find housing, acting as a search agent for Land Lords	To start then grow from November 2011	Value for Money	Commercial Services Manager, Marketing	All costs to be covered by income generation here	2011 - 2014
Grow the Estate Agent project into a full Estate Agency service providing a full range of services for students, and value for money	To start then grow from November 2012	Value for Money	Commercial Services Manager, Marketing		2012 - 2014

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BEST VALUE – OBJECTIVE 3 PLAN TEMPLATE

Objective: Students understand that we give their money back to them		Project Manager: Vice President Student Activities (VPSA)/ Commercial Services Manager			
Involved Departments: • Bar / Cafe / Shop / Facilities / Sports & Societies		External Partners (if appropriate): • University Facilities			
Impact upon stakeholders: • Students & staff are more likely to spend money in the Union as they see how it benefits all students		Outline Cost (estimate if appropriate): • £500			
Measures	• % of students agree/strongly agree with questions in the annual survey				
Targets	• % of students who understand that profits from Union shops and bars are given back to students: 70% - 2010-11; 75% - 2011-12; 80% - 2012-13; 85% - 2013-14				
Initiatives	Starting & Finishing	Matching Values	Who / Department	Budget	Year(s)
Continue to deliver the "Your Cash Back" campaign message to students all year round	Ongoing	Value for Money	CSM (lead), President, Commercial Managers	£500	2010 – 2014
Target University Staff to spend their money within the building and give back to students – using the same imagery from the Your Cash Back imagery	Starting from Oct 2011	Working Together	CSM (lead), Commercial Managers		2011 – 2014
All staff continually looking for efficiencies within their areas during budgeting to make the organization more sustainable and ensure that the maximum money is going back to student services	Ongoing	Value for Money	All		2010 – 2014
Work with the University's Energy and Environmental Manager to educate staff to the benefits of recycling. Environmental management to form part of all staff training sessions.	Sept Staff Training 2010 onwards	Value for Money	Facilities Co-ordinator		2010 – 2014

BEST VALUE – THEME E

York St John Students' Union – Strategic Plan 2010-2014

Investigate sustainable energy sources including solar panels and wind turbines, with the aim of the Union becoming self-sufficient in terms of energy generated and consumed	Feasibility report produced by April 2012	Value for Money	Facilities Co-ordinator (lead), University Facilities		2011 – 2014
Explore any Government Energy Initiatives that the Union may be eligible for	From June 2011	Value for Money	Facilities Co-ordinator, University Facilities		2011 – 2014
Include clear message about the Your Cash Back campaign in funding letters to Sports and Societies	From September 2011	All Values	Sports & Societies Co-ordinator (lead), VPSA		2011 - 2014

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BEST VALUE – OBJECTIVE 4 PLAN TEMPLATE

Objective: The more involvement you have with the Union, the more value you gain		Project Manager: Vice President Student Activities (VPSA) / Marketing Co-ordinator			
Involved Departments: • Bar / Cafe / Shop / Membership Services		External Partners (if appropriate): • None			
Impact upon stakeholders: • Students get more out of their Union experience through financial as well as social & development benefits		Outline Cost (estimate if appropriate): • £0 per annum			
Measures	<ul style="list-style-type: none"> • Level of Involvement across all student categories (i.e. rating Some Involvement, Involved or Highly Involved (in Annual Survey)) • Number of students who buy NUS Extra 				
Targets	<ul style="list-style-type: none"> • 43% total involvement for 2010-11; 47% 2011-12; 49% 2012-13; 52% 2013-14 • 900 NUS Extra sales in 2010-11; 1200 – 2011-12; 1400 – 2012-13; 1600 – 2013-14 				
Initiatives	Starting & Finishing	Matching Values	Who / Department	Budget	Year(s)
Work with York University to encourage local businesses to provide discounts for students purchasing NUS Extra Cards	From Sept 2011	Value for Money	Marketing		2011 – 2014
Introduce schemes into the commercial services that reward loyalty to students (for example 'buy 5 coffees, get the 6 th for free', and other similar reward based schemes)	From April 2011	Value for Money	CSM (lead), Commercial Managers		2011 – 2014
Create an SU Loyalty Card that links both students spending records and their involvement records.	System introduced for 2013 - 2014	Inclusive, Value for Money	Marketing, Commercial Services Manager	Costs to be investigated	2012 – 2014
Use the information from the Loyalty card to provide specific offers for specific students	From Jan 2014	Value for Money	Commercial Managers, Marketing		2013 – 2014

BEST VALUE – THEME E

York St John Students' Union – Strategic Plan 2010-2014

Investigate ways to link the commercial and non-commercial campaigns to find ways commercial units can aid in delivering the union messages	From Sept 2011	Value for Money	Marketing, Commercial Managers, Sabbaticals		2011 – 2014
Provide support for Sports teams and Societies by creating a Fundraising guide to enable them to have means to generate their own funding alongside the grant money from the Union	In place for April 2012	Value for Money	Marketing (lead), VPSA, Sports & Societies Co-ordinator		2011 – 2014