Strategic Plan Development
Alma Mater Society
Thank you!

- To all the councillors that participates in the preliminary survey.
- To Sheldon for preparing a detailed history of AMS strategic planning.
- To all of you for your time today.

*The success for the plan is contingent of our engaged teamwork.*
Timeline of AMS Strategic Planning

2002
• SP adopted
• 2002-2004 it is used during WOW

2005
• SP replaced by S framework. “Living document, yearly updated”
• Not helpful, more needed.
• Absent from WOW.

2010
• SF updated
• Abandoned after 6 months
• SF remains in code

2011
• AMS Strategic Business Plan
• Falls into disuse in 2014
• AMS 2030 vision is proposed. Taskforce fails to create the plan.

Source: “The Rise and Fall of AMS Strategic Plans 2002-2021” S. Goldfarb
Timeline of AMS Strategic Planning

2016
• Draft unfinished
• Draft 3.0 is adopted

2017
• Draft 4.0 is adopted

2018
• Do we need a SP?
• Discussion on AMS values
• No progress

2019
• Vision adopted “Building a community where every student feels supported, represented, and engaged.”
• Discussion on consultant
• COVID hits

Source: “The Rise and Fall of AMS Strategic Plans 2002-2021” S. Goldfarb
Lessons and Highlights

- A SP was ratified and used for 3 years. Creating and implementing a SP is not impossible.

- Presence of the SP in Winter Orientation Weekend (WOW) is critical for plan implementation success.

- Strategic framework perceived as insufficient.

- Longer term plans (15-30 years) seem not to be the best approach.

- Ratified plans seem to survive transition better than drafts (board approval makes a difference).

- Tension between more high level framework versus more operational plans could stem from different focus on areas of the organization.
Takeaways

One SP and One Vision
3-5 Years

Areas can create their own plans to align

Board and executive involvement in creation

Clear implementation and monitoring
Survey highlights

Q1: What do we want students to see from the SP?
• We shouldn’t care. Only the actions that follow matter
• Ares of focus should communicate clearly to student
• Opportunities in the AMS for Students
• Concrete plans with accountability

Q2: Helpful in early days as a Councillor?
• Would not compensate for poor orientation
• What is a SP and how it improves council function
Survey highlights

Q3: SP for your current role as a Councillor?

- **Inform council decisions.** Are they aligned with mission and goals? Are they in line with strategy?
- Define the AMS brand and support communications
- What is the role of the AMS? How do individual decisions fit in the bigger picture.

Q4: Additional comments

- Only useful if executives engage in proper performance review.
- Provide tangible priorities for a longer period of time.
Takeaways & Next Steps

Key Takeaways

• A plan is possible

• The plan can be a way for students to understand the AMS better, and simultaneously, for the AMS to present itself more accurately to students

• Accountability mechanisms are desired

• There is a tension between goal oriented and principle oriented plans

• The plan should assist decision making

• The plan can ‘explain itself’

Next Steps

• Do we want a strategic plan? Commit to succeeding in this process

• Define what type of strategic plan we want

• Define a vision for the strategic plan