

**Developing Internal Processes
A Strategic Plan Prepared for UBC Arts & Culture District
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University of British Columbia
COMM 486M
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DEVELOPING INTERNAL PROCESSES

A Strategic Plan Prepared for
the UBC Arts & Culture District

March 27, 2017

Prepared by Team 6

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EXECUTIVE SUMMARY

About the Client

The Arts & Culture District is in a long term process to evolve its organizational structure from a one-woman-show into a fully staffed department supported by the Faculty of Arts. In the meantime, Deb struggles to meet the department's growing human resource and budgetary demands with the same level of support she received when her position began in 2015. She seeks both short and long term strategies to help her skillfully navigate the next phase of the Arts & Culture District's evolution.

Strategic Philosophy & Methods

Our overarching strategy is to enhance the Arts & Culture District's long term sustainable potential through the development and strengthening of its internal capabilities.

A major component of our research was focused on requirements gathering; we consulted with 17 Arts & Culture District stakeholders to obtain diverse perspectives on the department and continually validated these insights with Deb. Our analysis tools comprised ecosystem maps, organizational chart design, business model canvas, root cause analysis, and in-depth guided interviews.

5 Major Issues

Our analysis resulted in the identification of 5 major issues facing the Arts & Culture District:

1. **HR:** Deb is currently the only person available to fill all roles and it's too much work.
 2. **Business Process:** Deb finds it too time consuming to communicate with stakeholders and accomplish tasks.
 3. **Financing Activities:** Deb has no financial documentation which leads to a wide array of problems, ultimately resulting in no funding for projects.
 4. **Marketing & Communications:** Student attendance at the Arts & Culture District offerings is too low.
 5. **Partnerships:** No strong partnership network currently exists to help the Arts & Culture District manifest its vision.
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5 Strategic Recommendations

We developed the following strategic recommendations to address these 5 major issues:

1. **HR:** Create a hiring package that includes future job descriptions & salary structures.
2. **Business Process:** Implement template-based document management system that simplifies & systematizes routine communications & workflow.
3. **Financing Activities:** Implement two cost modelling templates to help with the planning, budgeting and review of each project.
4. **Marketing & Communications:** Execute Student Resident Engagement Plan to increase student attendance at Arts & Culture District events.
5. **Partnerships:** Partner with the President's Office, UBC AMS and A2RU to acquire advice on organizational best practices and securing funding for human capital.

Risks & Mitigation

The greatest threats to the successful implementation of this strategic proposal include lack of stakeholder buy-in and inability for Deb to successfully integrate new processes + documentation into her daily operations. Yet, we plan to mitigate these potential problems by ensuring maintains active dialogue with key stakeholders to identify priorities to adjust proposals to address these priorities. We also can ensure a smooth integration of new processes and documentations through a gradual, iterative implementation timeline.

Implementation Timeline

The proposed implementation timeline will enable Deb to realize a series of small wins in departmental operational effectiveness and efficiency as she moves toward a new organizational structure in the long term. It is important to move slowly enough so that Deb does not become overwhelmed with these recommendations, but fast enough to take advantage of the present UBC climate that strategically favors supporting arts-oriented strategies. Overall, this results-based, iterative approach to implementation will ensure a gradual, yet cohesive integration of the recommendations with the existing internal capabilities of the Arts + Culture District.

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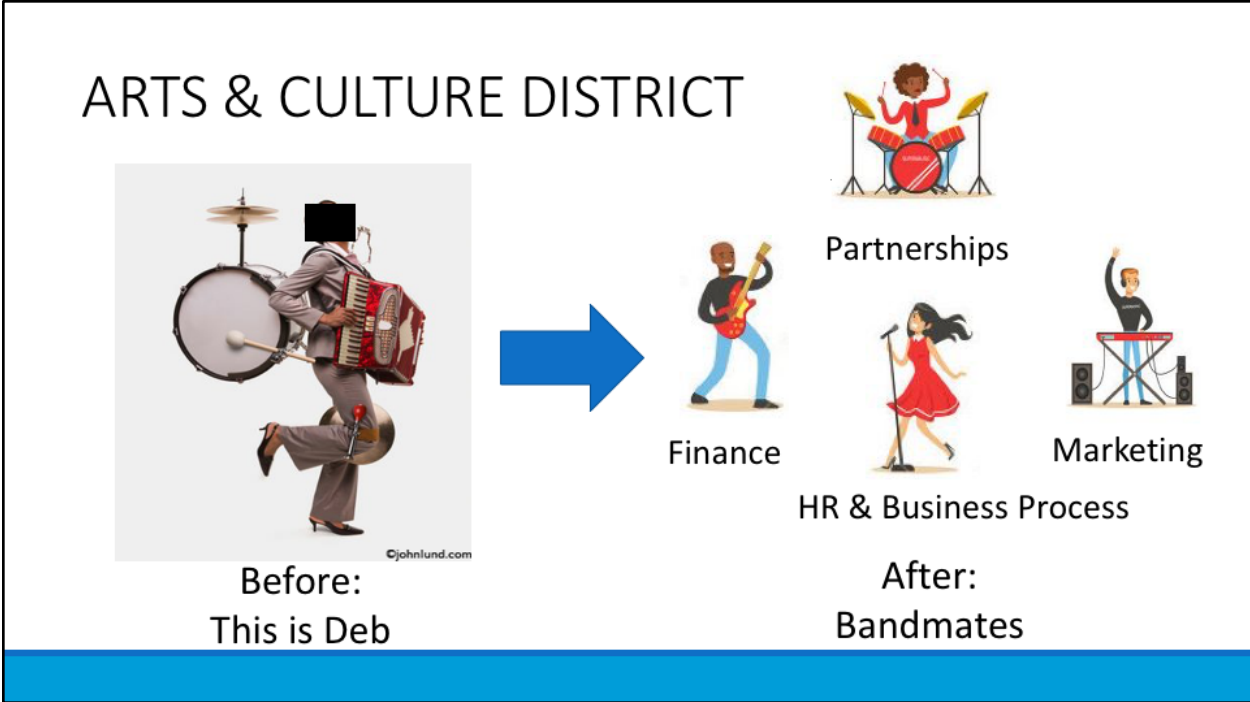


DEVELOPING INTERNAL PROCESSES

Prepared for The Arts & Culture District.

Team 6

Corey Wong, Maura Pajonk, Stephanie So,
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We decided to look at the Arts & Culture District as a whole ecosystem that includes all of the associated venues and key stakeholders, with Deb positioned as the unifying force at the centre of it all.

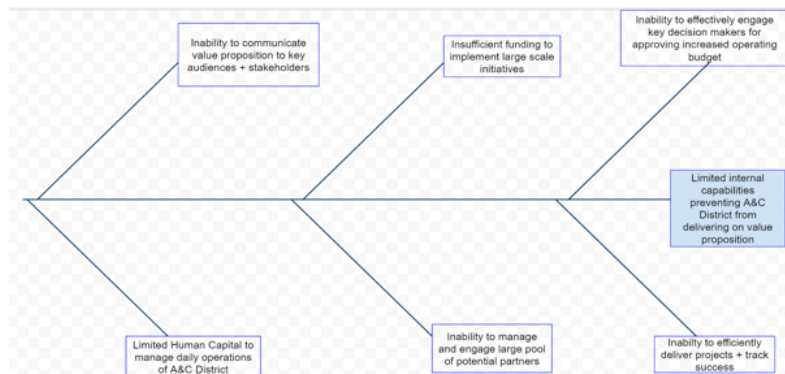
The issue is the A&C District does not have all the internal capabilities to achieve their mission. Imagine Deb + the A&C District as a one-woman band performance. She is having difficulty in managing all aspects of the performance alone, from the performance itself to managing ticket sales, to lighting etc.. We are here to make Deb's life a lot easier and transform her from a one-woman band performance into a packed concert performance with bandmates.

We have developed a step-by-step do-it-yourself strategy filled with small wins that will enable Deb to develop and strengthen her department's internal capabilities so she can be best equipped meet her long and short term strategic goals.

ROOT CAUSE ANALYSIS

HR: Deb plays all the instruments!

Business Process: Deb writes a new song for every fan!



Through an exhaustive requirements gathering process that saw our team engage with 17 different stakeholders in order to identify the root cause of Arts & Culture District challenges, we identified these major issues, as illustrated in this fishbone diagram. *Refer to appendix IV for fishbone.*

One long term sustainable strategy is for the Arts & Culture District to submit a business plan to the Faculty of Arts in order to receive the budget, administrative support, and human capital required to properly run the department. Yet, even in the day-to-day, Deb can make sustainable changes that improve her productivity and results.

On a side note: one thing we believe in is documentation. With the proper documentation, businesses get the funding they need, problems get identified and solved, and better quality decision making results from better information. In addition, proper documentation will make it easier to measure key success criteria for the business plan.

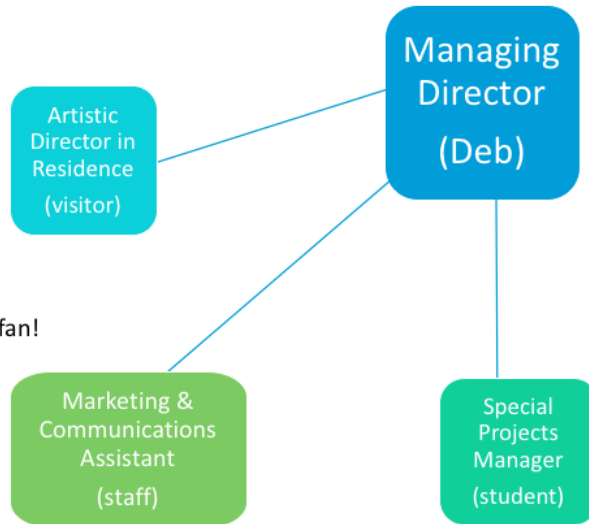
A&C DISTRICT RECOMMENDATIONS

HUMAN RESOURCES:

Issue: Deb plays all the instruments!
Plan: Develop Job Descriptions for Hiring

BUSINESS PROCESS:

Issue: Deb writes a new song for every fan!
Plan: Template-Style Document MS



The first problem from the fishbone diagram is that “Deb plays all the instruments.” Clearly, Deb needs to conduct auditions so she can get enough players for the band, but she must first determine exactly what she needs and wants. Therefore, we recommend Deb use the proposed dream team organizational chart to develop the formal job descriptions to be used in the future hiring process.

The next pain point is that “Deb writes a new song for every fan.” Effective business processes can save Deb time from repeating the same information to different stakeholders and creating confusion and delays for routine administrative tasks. To help Deb achieve more with the resources at her disposal, we recommend a template-based document management system to simplify communications & workflow.

Human Resources

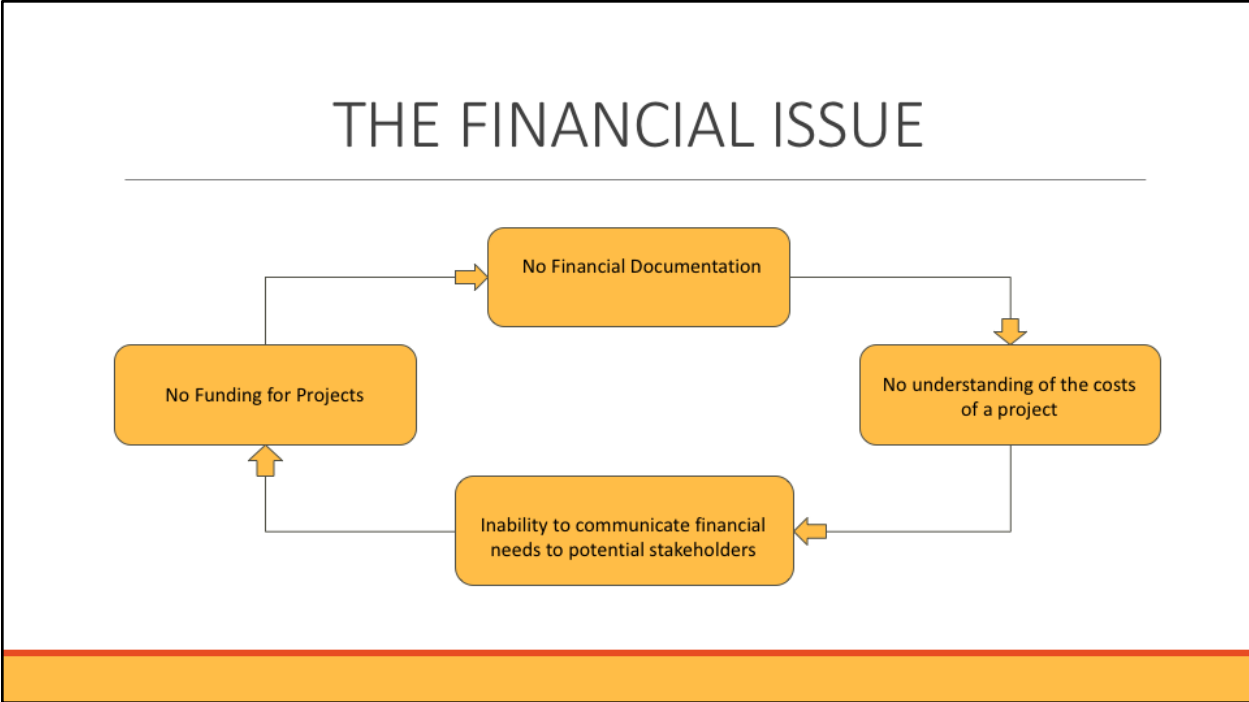
Major Issue: Deb is currently the only person available to fill all Arts & Culture District roles and it’s too much work.

Recommendation: In order to expedite the completion of the business plan that will provide the Arts & Culture District with much-needed financial and human resources for operations, Deb must create a hiring package that includes future job descriptions & salary structures. We recommend Deb develop this business plan building block from the staff ‘dream team’ organizational chart we developed earlier in the project.

Business Process

Major Issue: Deb finds it too time consuming to communicate with stakeholders and accomplish tasks.

Recommendation: Inefficiencies in communication practices that delay decision-making can be addressed with the implementation of a template-based document management system that simplifies and systematizes routine communications & workflow, which can save time and confusion over routine tasks.

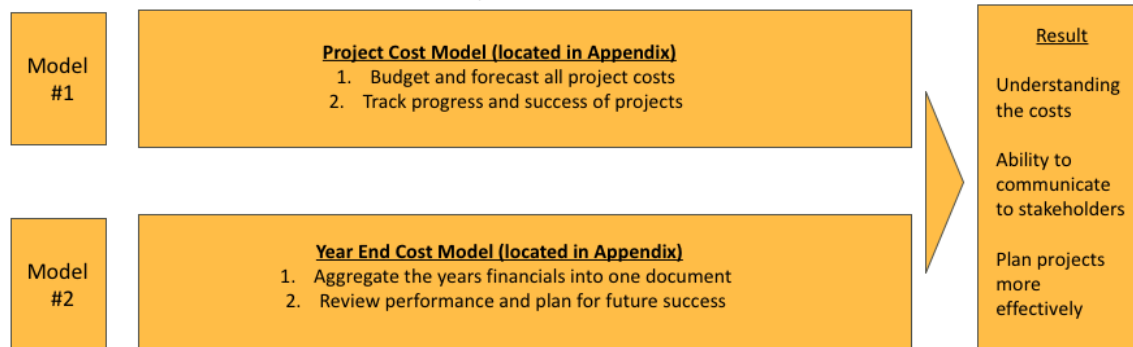


The figure above shows the current financial issues we as a group came across during our research on the A&C District, specifically through talking with Deb. Following the diagram we can see the major issues stem from the fact that there is little to no documentation of any financial info regarding the A+C District. This actually has a huge negative impact on the A&C District as a whole. This is because without any documentation, Deb will have no way of understanding and tracking any of the costs surrounding a project. When a potential funder will ask her about the costs associated to the project, Deb will not be able to give a concrete, specific answer and will lose any credibility she has. Without this basic knowledge, no one will be interested in supporting her.. Simply put, no financial documentation means no funding.

Financially, it is essential to plan and manage the performance of any project. This is no different than with the A&C District. We believe that the lack of financial documentation is a key reason why there is no funding for many of the projects that Deb wants to implement. Following the overarching theme of our recommendation, we noticed that Deb has no basic financial structure to really turn her ideas into tangible successes. We want to give her that basic structure through our recommendation.

RECOMMENDATION – FINANCIAL DOCUMENTATION

Without proper financial documentation to budget, plan and review future projects, Deb will be unable to justify funding to potential stakeholders



For full documentation on cost models, please refer to this link:
https://docs.google.com/spreadsheets/d/19VqY0G2A_47N61Fe8htxqeWHXRQFAHV08ZOU4SCPjE/edit?usp=sharing

Financial Documentation for the A&C District is focused on the following 3 areas:

1. Funding → Understanding the necessary funds needed for a project
2. Costs → Understanding the costs surrounding a project
3. Year End → Simplified Yearly Statements for all projects incurred

The recommendation is organized into 1 excel template with 2 cost models: A project cost model and a year end cost model, which will be described in further detail below.

Project by Project Cost Model (snapshot located in Appendix I)

The main focus of this model is to provide a basic project planning framework for Deb to consider when thinking of new potential projects. This model will help budget and plan project costs to effectively streamline conversation between Deb and potential stakeholders (partners, funders, etc.). Right now if a potential funder wanted any sort of documentation to justify the funding of a project, Deb would be unable to provide that. In addition, this model will also help in tracking the progress and success of implemented projects.

Year End Cost Model (snapshot located in Appendix II)

The main focus of this model is to help in reviewing the performance of each of the projects at Year End. We wanted to create a way for Deb and the A&C District to really see how they are doing year to year and we hope this model will do just that. She will be able to see the funds and costs that are associated with each project and the totals for the year. This would help in planning for future success as Deb will know where she needs to reduce costs as well as be able to compare each project to project.

At the end of the day, this recommendation will help Deb to budget, plan and review potential projects which will ultimately lead to a more successful and vibrant A&C District.

RECOMMENDATION - MARKETING

Issue:

How do we increase student attendance?

Recommendation:

Partner up with UBC residences

The fit: students – associations – Arts & Culture

Three level approach

Step-by-step plan to go from where Deb is to successfully engaging residences



From the marketing perspective, there are two main lenses we can look through. One is the relationship between Deb and external stakeholders and the other is the relationship with students at UBC. After speaking with Deb, we recognized that increasing student attendance and engagement is more important to her, when it comes to marketing. This is something she would like to figure out, as student attendance is low. **Just like a band, Deb needs a loyal and engaged audience at her events.**

Our recommendation for her in this area is to **partner and engage with the residences at UBC**. There are over 10,000 students who are constantly looking for fun group activities to get involved in and events to attend. By 2019, UBC is going to have more on-campus housing than any other Canadian university. Therefore, this represents a major opportunity for Deb. We recommend that Deb uses a **three-level approach**, which means engaging residence advisors, resident life managers, association presidents and residence directors.

We reached out and interviewed people associated with all these roles. In the first level we have **Residence associations and advisors**. Each residence has an association, for instance Marine drive has the Marine Drive Residence Association (MDRA), Orchard Commons has the OCRA and so on. These associations host 2 events per month for their students. They meet once per week within their residences and meet once per month with the other associations. **Our recommendation is to partner up with these associations through the club presidents.** We spoke with and interviewed the MDRA president and she expressed lots of interest in this idea. She invited us to share the message at her executive meeting, whenever we are ready and even shared her budget with us. She also explained that association presidents are being elected right now and that we can start reaching out to the new presidents in the beginning of April. Again, these associations must host 2 events per month for their students and that's where the Arts and Culture district can help them.

The second group in this first level is **Residence Advisors**. These individuals are also in charge of hosting some events for their students and play an important role in sharing the message. They want to know what events are happening so they can share them with their students. We recommend that Deb reaches out to many residence advisors to identify the ones that are interested in the Arts and Culture. By doing so, we can create buzz on the ground level and have these advisors share events with their students. Advisors themselves, may need help in choosing which venues to plan events at and the Arts and Culture can help them there. The Advisors that we spoke with (Pete and Jay) expressed lots of interest in this idea.

On top of these two groups, sit the **Resident Life Managers**. There is one or two RLMs at each residence. These individuals oversee all the resident advisors and associations. They represent the mid level of the 3-level approach. We recommend that Deb reaches out to them to plan bigger events and drive engagement on a larger level. We personally spoke with 4 RLMs and they expressed lots of interest in this idea. They gave us insights on what's important to consider and how we can successfully implement this plan. Michael Cheung, the resident life manager at Walter Gage residence said he would like to be the first point of contact for Deb, for her to work through her plans and goals with him. This can be the first-person Deb reaches out to. Michael can also be a great introduction to the directors.

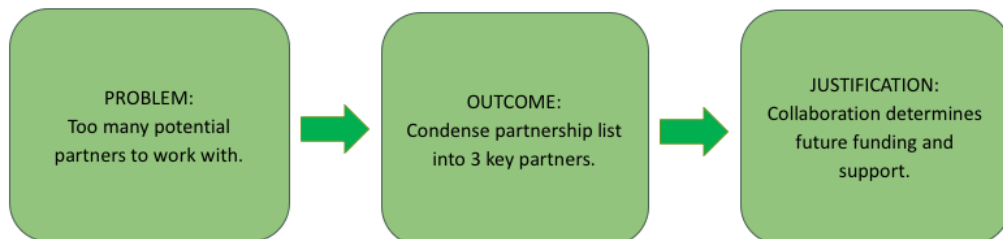
On the top level, we have two directors. One of them is Cate Morrison, with whom we have a meeting on March 31st. We recommend Deb creates a partnership with the residences like the one that UBC Recreation has. This would mean a special inventive package for the residents and a plan to get many students out together. This can only be accomplished at this top level through the directors. We recommend that Deb meets with the directors, as soon as she is ready, to share the idea and start planning.

One factor that will be extremely important to all of this is **timing**. As we have learnt from our research, the months before September are critical for successful execution. Once September arrives, everything should be in place, because September gets extremely busy for the residences. Whereas, before September the campus is more quiet. In addition, right now all the association presidents are being elected and the residence advisors have already been chosen. So, Deb can start reaching out as soon as she is ready.

We also recommend that the marketing person takes on the role of **relationship manager as well**. This is in case Deb feels like keeping track of all her relationships with different RA's would be too much work, as it might be.

In the Marketing Appendices M1-M4 we go into further details regarding, the exact steps that we recommend, first points of contact, and messaging.

THE IMPORTANCE OF PARTNERSHIPS



There are currently too many potential partners that Deb desires to work with. She needs to condense this list into 3 partners that have the highest potential in providing support for the A&C District to sustain itself in the future. Collaborating with partners to execute projects is crucial, because the results determine the value of the A&C District and impact whether they will receive funding and support in the future. The A&C District can prioritize 3 partnerships to develop their internal capabilities in the areas of human capital, finance and marketing.

1. a) Internal Partnerships: Faculty of Arts – President’s Office

Why partner with the President’s Office?

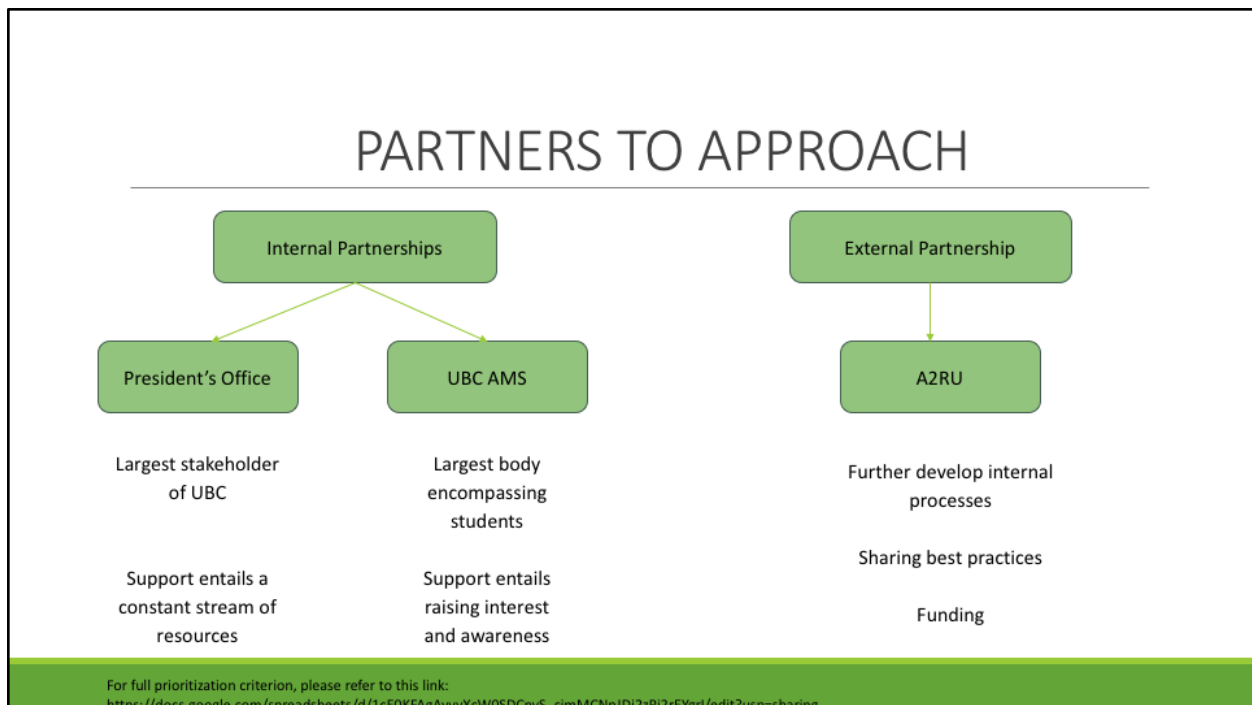
As this group has tremendous power in influencing the actions of the student community, they serve as an important advocate for the District by generating enthusiasm and awareness for events. Additionally, receiving support from the largest stakeholder at UBC will ensure that the A&C District will have a constant stream of resources, such as human capital to assist in executing projects, and funding to cover costs. Moreover, as they have final approval over events on campus, executing A&C District events will be simpler, because they won’t face opposition from other organizations.

Who is the point of contact in the President’s Office?

Louise Cowin, VP Students of the President’s Office, has a team dedicated in helping the A&C District execute their mandates. Moreover, she has shown interest in communicating and meeting to further discuss how she can assist the A&C District.

What value will the A&C District bring to the President’s Office?

After speaking with Emma, secretary to the President’s Office, we have identified that the President’s Office is interested in integrating the Arts onto campus as this increases student engagement.



1. b) Internal Partnerships: UBC AMS

Why partner with UBC AMS?

Engaging, involving and improving the experience that students have at UBC is a key priority of both the A&C District and UBC AMS. As the AMS has enormous presence on campus and is run by students, they have excessive knowledge about what the student body desires, as well as power to generate awareness and interest over events. Partnership will allow the A&C District to have access to a group of students that can help execute their initiatives.

What value will the A&C District bring to UBC AMS?

UBC AMS is committed to involving students on campus and creating a community. The A&C District provides community engagement by hosting events that bring together students that share the same passion. Four metrics were used to prioritize the two internal partnerships. **Refer to appendix III for diagram of partner criterion and prioritization matrix.**

2. External Partnership with A2RU

Why partner with A2RU?

Electing to become a member of the A2RU will help the A&C District develop their internal processes. Through membership, the A&C District has access to toolkits, workshops and experienced individuals who share best practices used to communicate the Arts in partnering institutions. Moreover, this network provides constant feedback, insight and recommendations over how to execute successful initiatives and generate appropriate content. Overall, membership will entail the A&C District to a constant stream of resources and knowledge that they can rely on to execute future projects.

What value will the A&C District bring to A2RU?

By becoming a member of A2RU, UBC will join the network and contribute success stories and best practices of implementing the Arts on campus.

RISKS AND MITIGATIONS

Risk	Likelihood	Impact	Mitigation
Failure to gain key stakeholder buy-in: Key stakeholders responsible for budget and project approval deny proposal(s)	Medium	High	Through iterative partnership development process, Deb will identify all priorities of key stakeholders and adjust proposals to meet those priorities + needs.
Failure to integrate new processes into daily operations: Deb fails and/or experiences challenges in implementing recommendations	Medium	High	Piece-wise approach to implementation timeline supports gradual integration of processes. Furthermore, our recommendations were validated with Deb to ensure ease of adoption

For full outline of risks + mitigations, refer to this document:
<https://docs.google.com/document/d/3nH8p2ibb4YsPU758z3hdMSwb6w90qWIH4jxTO6sKY/edit>

The primary risks associated with our recommendations are:

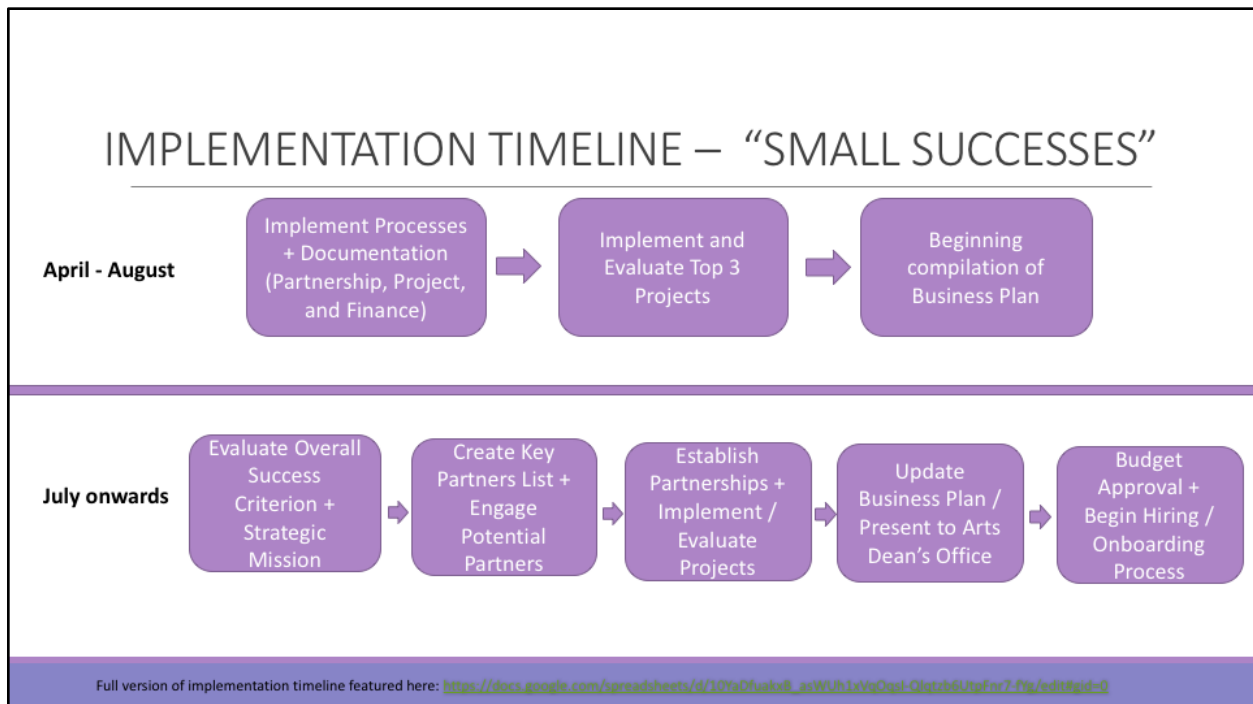
- Failure to gain key stakeholder buy-in
- Failure to integrate new processes into daily operations

Failure to gain stakeholder buy-in

There are a number of key stakeholders identified who are responsible for approving project and operating budget proposals for the Arts + Culture District. Without support from these key stakeholders the Arts + Culture District will be unable to deliver on its mission. This can be mitigated through thorough documentation of key priorities of stakeholders, consistent discussion with these stakeholders to understand their needs, and adjustment of proposals to account for these needs.

Failure to integrate new processes and daily operations:

As the current state of the Arts + Culture District is heavily reliant on the capabilities of Deb, there is a risk that Deb may not be able to adopt the new processes and documentation we have proposed. However, this can be mitigated through a gradual implementation of recommendations (as seen in our implementation timeline). Furthermore, we validated our recommendation deliverables with Deb in order to ensure templates / processes were easy for Deb to understand and incorporate within her existing work.



We propose a two-year implementation of our recommendations for the Arts + Culture District. This would ensure that Deb Pickman has enough lead time and flexibility to adjust proposed documentation, processes, and core activities to align with Deb’s daily operations. The implementation timeline also focuses on “small successes” (successful implementation and evaluation of projects/initiatives), to gradually validate and integrate the proposed systems within the Arts + Culture District operations.

April – August (remaining time in 2016-2017 school year):

During this time frame, the Arts + Culture District will focus its attention on integrating partnership / project development processes within daily operations. By introducing standardized processes + documentation, the Arts + Culture District can track success of its remaining projects for the year. This information can be compiled within a Business Plan template for future presentations to key decision makers who approve the Arts + Culture District budget (i.e. Arts Division)

July – onwards (Summer of 2017 into the 2017-2018 School year)

With preliminary exposure to recommended standard processes + documentation, Deb can evaluate the effectiveness of the changes and adjust them to fit her own best practices / way of managing the Arts + Culture District. These adjustments should continue to occur throughout the following years. After evaluation, Deb will construct a list of key potential partners in the UBC community to engage (based on a prioritization matrix). Deb will then engage and establish partnerships, documenting conversations and key agreements for sake of transparency. Afterwards, Deb will propose and finalize a project proposal with the organization which will be implemented and tracked (similar to the previous stage). These insights will then be added to the business plan for presentation to the Arts Division + President’s Office for increases in funding and resources. If approved, the Arts + Culture district can invest in human capital and other resources (as outlined in our recommendations) to support the daily operations of the Arts + Culture District.

Overall Evaluation of Key Projects:

Throughout implementation of key projects, success metrics should be tracked and evaluated at the end of every 4 months (at the very least). This creates an opportunity for any changes to be made within projects + partnerships depending on whether these engagements meet the priorities of all stakeholders involved. Ultimately, this ensures projects do provide impact and value for the Arts + Culture District and the UBC communities that are engaged.

Appendix I

Project by Project Cost Model

Funding + Donations:
Any Cash inflow for the projects.

Costs:
Any Cash outflows for the projects.

For full documentation on cost models, please refer to this link:
https://docs.google.com/spreadsheets/d/19VqY0G2A_47N61Fe8htxqeWHXRQFAHV08ZOU4SCPejE/edit?usp=sharing

FUNDING	Estimated	Actual	Over/(Under)
Funding			
Name 1	10,000	9,000	(1,000)
Name 2	5,000	5,500	500
Other			
Total Funding	15,000	14,500	(500)
Donations			
Name 1			
Name 2			
Other			
Total Donations	-	-	-
Total FUNDING	15,000	14,500	(500)
COSTS	Estimated	Actual	Under/(Over)
Costs			
Personnel Costs			
Salaries for Employees			-
Artists			-
Compliance Permits (Health, Safety, etc)			-
Total			-
Production/Exhibition Costs			
Business Licenses/Permits			-
Supplies/Equipment			-
Public Utilities Deposits			-
Total			-
Marketing/Promotional Costs			
Advertising			-
Other			-
Total			-
Occupancy Costs			
Building Rental			-
Lease Security Deposit			-
Total			-
Selling & Administrative Costs			
Blank			-
Blank			-
Total			-
Other 1 (specify)			-
Other 2 (specify)			-
Total Costs	-	-	-
Total COSTS	-	-	-
SURPLUS/(DEFICIT)	15,000	14,500	(500)

This model is very easy to use and all equations have already been inputted in. Essentially, Deb will just need to fill in the blanks of the costs associated with each project she wants to implement and it will sum it together to give her the total costs of that project. This way she will be able to document and understand all the costs associated with a given project. The model will also take into account any new rows of costs she inserts. The same can be said for funding.

Appendix II

Year-end Cost Model

Aggregate all the projects for the year into one document.

For full documentation on cost models, please refer to this link:
https://docs.google.com/spreadsheets/d/19VqYOG2A_47N61Fe8htxqeWHXRQFAHV08ZOU4SCPejE/edit?usp=sharing

FUNDING		Project 1	Project 2	Project 3	Project 4	Total
Funding						
Name 1		10,000	9,000	(1,000)		18,000
Name 2		5,000	5,500	500		11,000
Name 3						-
Other						-
Total Funding		15,000	14,500	(500)	-	29,000
Donations						
Name 1						-
Name 2						-
Other						-
Total Donations		-	-	-	-	-
Total FUNDING		15,000	14,500	(500)	-	29,000
COSTS		Project 1	Project 2	Project 3	Project 4	Total
Costs						
Personnel Costs						
Salaries for Employees						-
Artists						-
Compliance/Permits (Health, Safety, etc.)						-
Total		-	-	-	-	-
Production/Exhibition Costs						
Business Licenses/Permits						-
Supplies/Equipment						-
Public Utilities/Deposits						-
Total		-	-	-	-	-
Marketing/Promotional Costs						
Advertising						-
Other						-
Total		-	-	-	-	-
Occupancy Costs						
Building Rental						-
Lease Security Deposit						-
Total		-	-	-	-	-
Selling and Administrative Costs						
Blank						-
Blank						-
Total		-	-	-	-	-
Other (specify)						
Other 1 (specify)						-
Other 2 (specify)						-
Total Costs		-	-	-	-	-
Total COSTS		-	-	-	-	-
SURPLUS/(DEFICIT)		15,000	14,500	(500)	-	-

This model is very easy to use and all equations have already been inputted in. Essentially, Deb will just need to fill in the blanks of the costs associated with each project she wants to implement and it will sum it together to give her the total costs of that project. This way she will be able to document and understand all the costs associated with a given project. The model will also take into account any new rows of costs she inserts. The same can be said for funding.

Appendix III

Partner Criterion Matrix

Weight	Criteria	Rank	Total Weight	5.7
2	Mission + Priorities Alignment	1	35%	
1.5	Expertise	2	26%	
1.2	Funding	3	21%	
1	Resources	4	18%	
Criteria	Definition	Score Ranges (from 0 to 10)		
Resources	The extent of human capital, technology, knowledge, marketing, etc. available to contribute in the partnership.	0 = no resources 10 = resources to cover implementation of any large scale project		
Funding	Does the partner have the ability to provide funding? If so, to what extent?	0 = no funding 5 = sufficiently covers all financial costs of any potential 1-year initiative. 10 = funding to support most expensive initiative implemented by A&C District		
Experience	Level of demonstratable experience and skill in implementing projects that would benefit the A&C District?	0 = no experience 10 = successfully implemented over 50 projects at UBC.		
Mission + Priorities	Are the priorities, success criterion, and mission of the potential partner in alignment with the mission of A&C District?	0 = no alignment 10 = full alignment with mission of A&C District being forefront priority of the potential partner		

For full criterion matrix, please refer to this link:

https://docs.google.com/spreadsheets/d/1cE0KFAGyvvXcW0SDCnvS_cimMCNpJDj2zPi2rEYgrI/edit?usp=sharing

This appendix is the partnership criterion for determining which partners the A&C should work with. The three recommended partners – UBC President’s Office, UBC AMS and A2RU – were chosen based on four criteria. The four determinants are the alignment of mission and priorities, expertise, funding and resources provided by the partner. The mission and priorities alignment criteria is given a weight of 2, expertise is 1.5, funding is 1.2 and resources is 1. The partners are given a score from 1 to 10 based on the definition. From there, the scores are multiplied by the weight to get a total which represents the impact the criterion has on the partnership.

Appendix III Continued

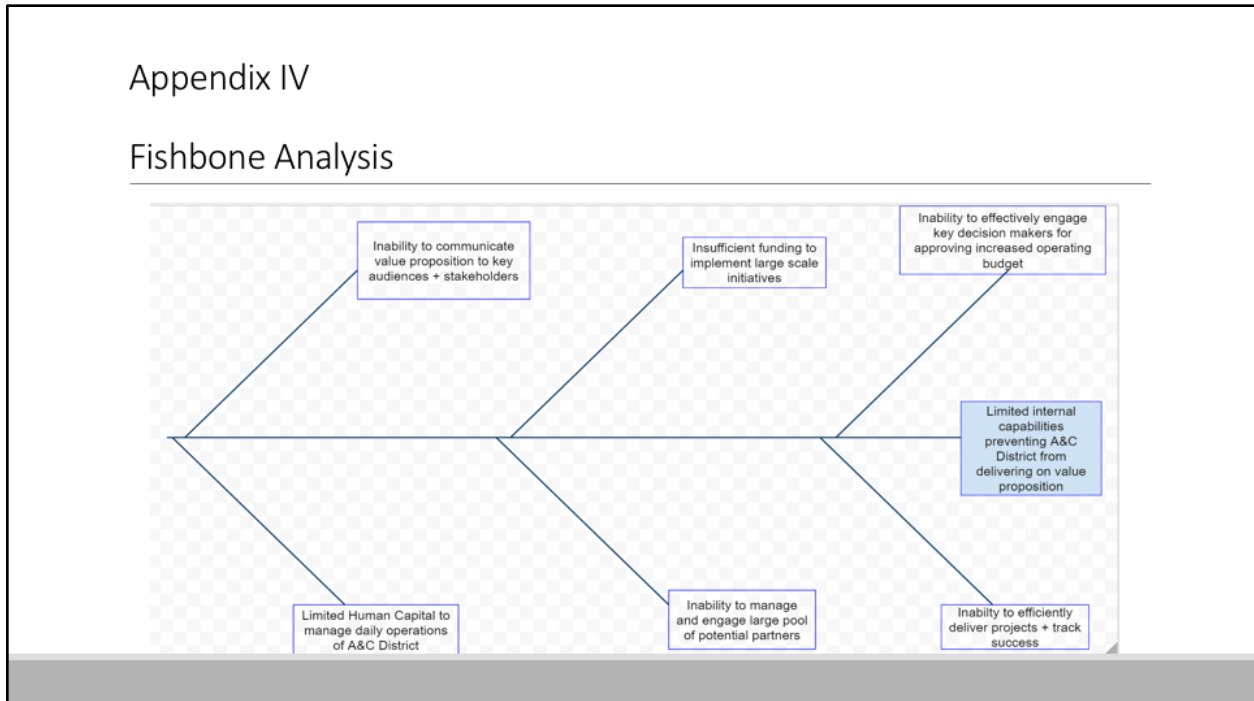
Partner Prioritization Matrix

Partners	Weight	Criteria				Results		
		1 Resources	1.2 Funding	1.5 Expertise	2 Mission + Priorities Alignment	Raw Score	Weighted Score	Rank
VP Students of UBC		5	5	8	4	22	31	1
UBC AMS		6	3	4	4	17	23.6	3
A2RU		6	4	7	4	21	29.3	2
Residency Associations		3	1	3	3	10	14.7	4

This appendix is the partner prioritization matrix which helps the A&C District determine the order to approach partners. The potential partners and their scores for the four criterion are recorded. The scores are then multiplied by their weights, and used to determine their ranking. Higher scores represent higher ranking and suitability in becoming a partner.

Appendix IV

Fishbone Analysis



As our focus for the Arts + Culture District started with Deb Pickman, we conducted individual meetings with her to identify the key “symptoms” experienced in her role. The fishbone diagram outlines the key symptoms communicated:

Inability to communicate value proposition to key audiences + stakeholders:

Deb described having difficulty driving student attendance + engagement (key audiences) at Arts + Culture District events. Furthermore, she

Insufficient funding to implement multiple initiatives:

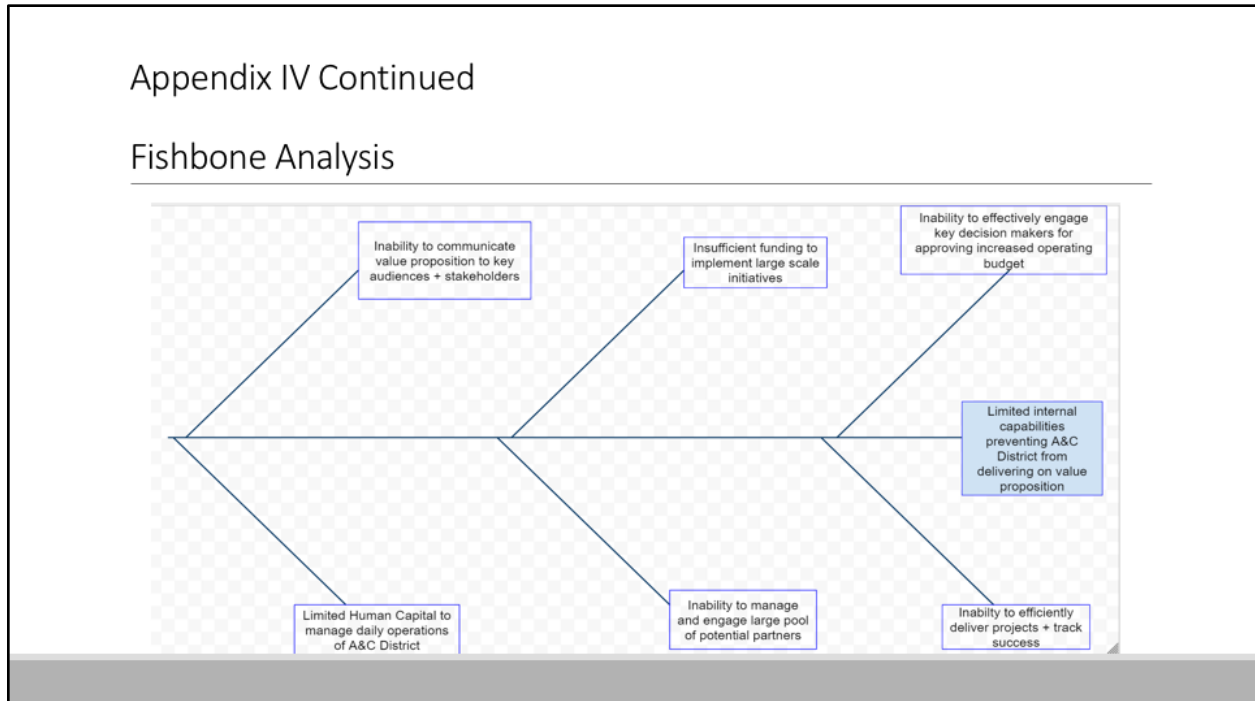
With a limited operating budget, Deb is unable to fund + implement a large portfolio of potential project concepts linked to the Arts + Culture District.

Inability to effectively engage key decisions makers for approving increased operating budget:

Deb does not have the processes nor documentation to clearly track and articulate key expenses which the Arts + Culture District need increased funding to cover. This limits the ability for the Arts + Culture district to enhance and grow it’s existing pool of projects + initiatives.

Appendix IV Continued

Fishbone Analysis



Limited Human Capital to manage daily operations of A&C District:

Currently Deb splits her time between 3-4 key responsibilities ranging from managing over 20 potential partners, designing + implementing key projects, and developing new direction for the Arts + Culture District. Without the ability to focus on a single set of responsibilities, Deb is limited in the number of initiatives, programs, and consequently value she can drive to the UBC community.

Inability to manage and engage large pool of potential partners:

As partners are the primary source of project funding for the Arts + Culture District, it is imperative that Deb establish and grow relationships with key partners across UBC campus. However, without the standardized processes and documentation to track and articulate key partnerships, Deb is unable to effectively manage these relationships and at times loses track of key partners (and thus key opportunities).

Inability to effectively deliver projects + track success:

Due to limited standardized processes and documentation, Deb is not able to efficiently manage and deliver projects. This limits Deb's ability to track and articulate the success metrics of any given initiative.

Overall, these "symptoms" indicate that the Arts + Culture District is facing gaps in their **internal capabilities** which limit the district's ability to deliver on its mission and value proposition.

Why is this all important?

The success of the Arts + Culture District is reliant on the successful implementation of key projects + initiatives. Through tracking the success of these programs, the Arts + Culture District can justify the value they contribute to the UBC community and therefore, be able to present evidence to support needed increases in operating budget, resources, and human capital.

Appendix V

Requirements Gathering Interviews

Contact Name	Role / Division	What was asked?	Key insights
Gerald Vanderwoude	Assistant Dean of HR at UBC Faculty of Arts	His role in furthering the A&CD agenda, getting funding & staff	Process for Deb to acquire funding & resources
Rumee Ahmed	Associate Dean of Communications & Innovation at UBC Faculty of Arts	His role in furthering the A&CD agenda, getting funding & staff	Validation of ACD position in ecosystem
Emma Cunliffe	Advisor / President's Office of UBC	How does Arts + Culture play a role in UBC's strategic plan and how should the A&C District contribute?	Focus on health & wellness, integrated learning and cross faculty collaboration. VP Students of UBC a key rep of the President's Office invested in Arts + Culture with a dedicated steering committee on health + wellness
Shelly Rosenblum	Curator of Academic Programs at the Morris and Belkin Art Gallery	Relationship between Belkin and Deb. Messaging.	The trend of Arts in Ivy League schools and how this could be incorporated in Canada (messaging campaign)

For full list of interviews, refer to this link:

<https://docs.google.com/document/d/1DB4RSCgdOuGQ4tbpTU-T-Isjul40l-pjJ73440fWehY/edit>

Upon understanding the Arts + Culture District core operations and priorities, we worked with Deb to construct an “ecosystem map.” This map outlined all the different key stakeholders Deb engaged every year for budget approval, project implementation, and overall daily operations of the Arts + Culture District. We then prioritized a list of key contacts which our team engaged to understand priorities and current state of engagement with the Arts + Culture District.

Through these informational interviews, our team was able to further identify key opportunities and risks as well as validate key issues / priorities for the Arts + Culture District. The full version of our requirements gathering interviews identifies what key insights we identified which ultimately impacted our recommendations and how we propose to implement these recommendations.

Appendix VI

The Business Model Canvas

The Business Model Canvas		Designed for Arts & Culture District - UBC	Designed by Group 6	Date Feb/20th	Version # 2	
<p>Key Partners</p> <ul style="list-style-type: none"> A&C District facilities + Facility Leads Arts Division + Arts Development UBC Dean's Office (including Santa Ono) SEEDs Campus + Community Planning Campus Experience A&C District Marketing Unit UBC Policy Affairs UBC Community Programs + Outreach UBC Communications 	<p>Key Activities</p> <ul style="list-style-type: none"> Promotions (physical / digital) Program Development + Art Projects / Initiatives Event Management + Implementation Process + Project Management Partnership engagements <p>Key Resources</p> <ul style="list-style-type: none"> Limited Human Capital Events / Programs / Facilities Marketing Channels Key Relationships within UBC 	<p>Value Propositions</p> <ul style="list-style-type: none"> To create sustainable campus awareness + engagement of arts and culture in order to enhance student learning, community involvement, and overall alignment with UBC brand To build a greater appreciation of arts and culture for primarily students Creating the ability to bring stakeholders together to build ambassadorship and shepard key conversations on arts and culture 	<p>Customer Relationships</p> <ul style="list-style-type: none"> Co-Creation (creating programs, events, projects with certain customer segments) Personal Assistance Automated Services (for general student population) NEED: Build Communities and MORE personal assistance <p>Channels</p> <ul style="list-style-type: none"> Social Media / Digital Media Theatres, galleries, facilities Email channels, phone, human interaction, boothing etc. 	<p>Customer Segments</p> <ul style="list-style-type: none"> Arts Students Culture Club Audience Education Departments General Student Body UBC Government Faculty + Staff Alumni UBC Community + Beyond 	<p>Cost Structure</p> <ul style="list-style-type: none"> *Zero-cost* Model Reliance of costs being covered by partners 	<p>Revenue Streams</p> <ul style="list-style-type: none"> Ticket Sales Funding Sources

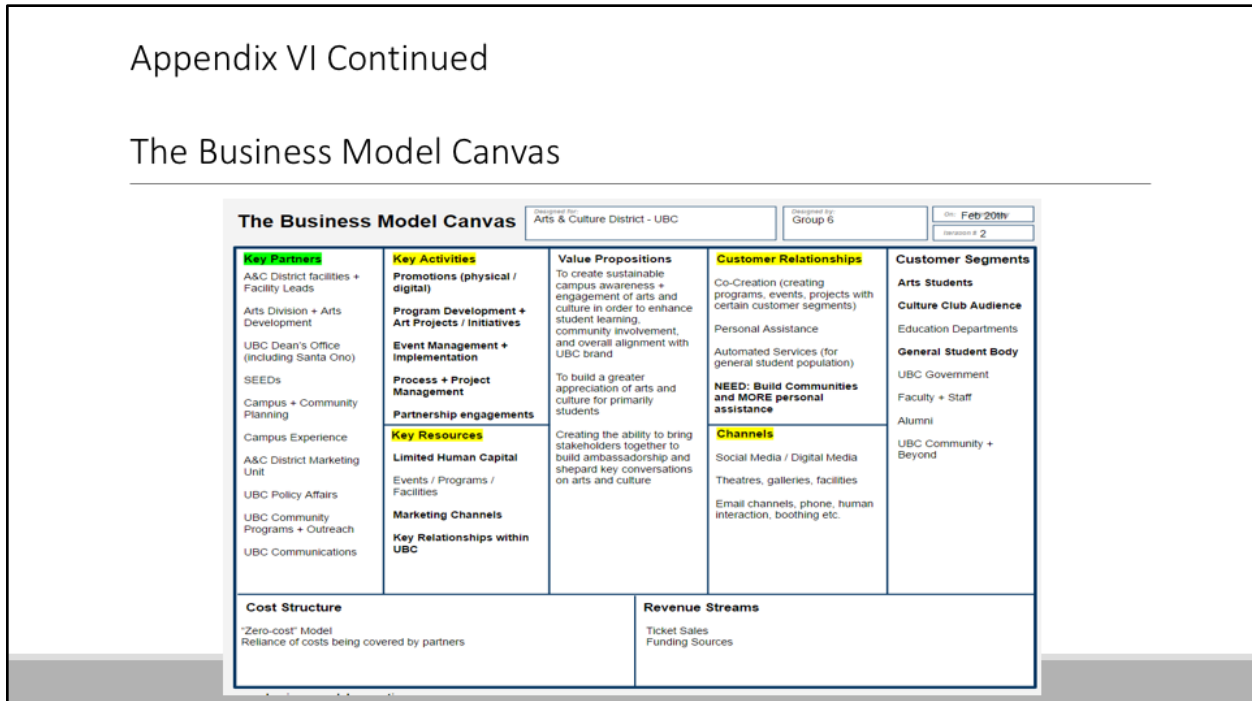
Based on our interviews with Deb, we were able to outline the current “state of business” for the Arts + Culture District. Through this business model canvas, we were able to identify key competencies + areas of improvement for the District:

Core Competencies (categories with “green” highlight)

The Arts + Culture District, primarily through Deb Pickman, has a strong capability to build conversations + relationships with various stakeholders across UBC campus. As such, the Arts + Culture District has amassed a large pool of partners + potential future partners to drive arts + culture projects + initiatives with.

Appendix VI Continued

The Business Model Canvas



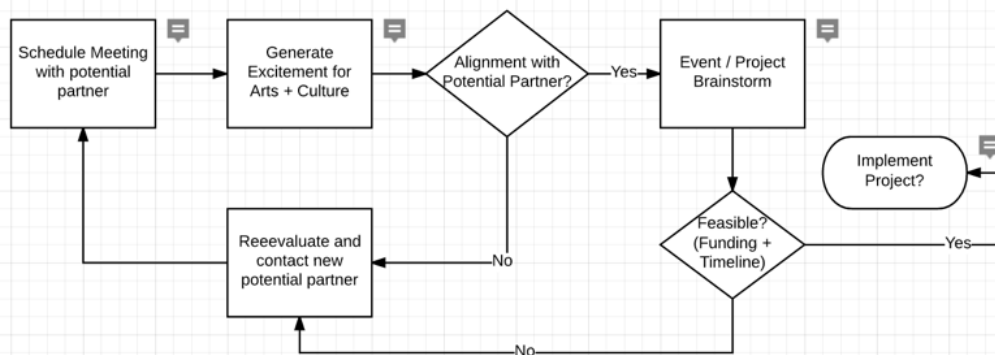
Opportunities for Improvement (categories with “yellow” highlight)

The following areas have been identified as needing more focus: **Key Activities – Need for Standardized Processes + Documentation**

- Inconsistent processes and documentation limit Deb’s ability to manage key partners, daily operations, and track key success metrics to justify the value the Arts + Culture District provides for the UBC community (through projects and initiatives)
- **Key Resources – Limited Human Capital**
 - With support from only 1 intern, Deb is overwhelmed by the varying key responsibilities she has to manage daily operations of the Arts + Culture District. This limits Deb’s ability to drive key arts + culture initiatives and projects to impact the UBC community.
- **Customer Relationships – Need to transform the relationship with students and stakeholders**
 - Currently there is limited depth in engagement with both key audiences (students) and key stakeholders (such as the President’s Office). This limits the ability for Deb to deliver initiatives and projects to meet the interests / needs of the student community while aligning with the priorities of key stakeholders.
- **Channels – Limited established mediums to engage target audiences**
 - With a limited method to engage students, Deb is unable to drive attendance to events and key projects. This ultimately limits the value that can be delivered to the UBC community through arts + culture projects / initiatives / events.

Appendix VII

Partnership + Process Business Processes v1



For full diagrams and documentation, refer to this link:

<https://www.lucidchart.com/invitations/accept/a69a0fd3-eb3b-425a-bab1-e2ae2a73ecd7>

The processes outlining “how” partnerships and projects are developed / implemented is outlined in a business process model. The above diagram outlines the proposed sequence of activities, decision points, and corresponding documentation needed to ensure both partnerships + projects are implemented in a streamlined manner and meet the priorities all relevant stakeholders.

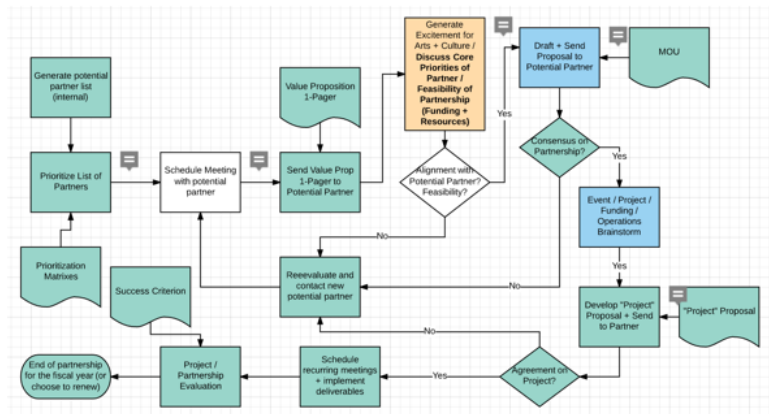
V1

The above diagram outlines the general steps Deb takes to develop partnerships and implement corresponding key projects. The key issues that arise from this business process model are:

- Project brainstorming BEFORE project feasibility considerations (funding + timing) results in wasted time.
- There does not seem to be any documentation in place to manage and track engagements with partners
- No clear prioritization method in place to filter down large lists of potential partners to engage.
- No clear standardized project implementation and success criterion evaluation processes in place to develop “successful” projects + initiatives.

Appendix VIII

Partnership + Process Business Processes v2



For full diagrams and documentation, refer to this link:
<https://www.lucidchart.com/invitations/accept/a69a0fd3-eb3b-425a-bab1-e2ae2a73ecd7>

V2

In the updated version of the business process map (changes are in blue and orange), the following updates have been made:

- Relevant documentation and prioritization matrixes in place to filter potential partner list and track conversations / priorities etc. that are crucial for establishing partnerships and joint projects
- Key Decision points included to ensure that ONLY potential partners who have alignment in mission / priorities with Arts + Culture and feasible budget /operational capabilities will ultimately work with the Arts + Culture District on projects
- Clear processes and documentation in place to track key success criterion and a standardized opportunity to evaluate “success” of projects and document lessons learned for future engagements.

Overall, these updates ensure that Deb has a sustainable, standardized approach to building meaningful partnerships with UBC organizations that will ultimately deliver on joint initiatives that will benefit the Arts + Culture District, the priorities of partners, and the overall UBC community.

Appendix IX

Success Criterion

Components of Recommendation	Examples of KPIs
HR / Business Process	<ul style="list-style-type: none">•Time saved (template-style documents limit information entered repeatedly)•Quantity of A&CD objectives completed•Quality of A&CD initiatives executed (reviews, survey responses)•Reduced communication time, number of conversations•Reduced time for routine project completion
Marketing	<ul style="list-style-type: none">•Increase in student attendance rate•Quality of marketing relationships established•Effectiveness of partners in reaching students•New student involvement with Arts
Finance	<ul style="list-style-type: none">•Successful funding for projects implemented•Improvement (reduction) of costs over time from year to year
Partnerships	<ul style="list-style-type: none">•# of key partners committed in collaborating? engaged?•# of key partnerships established•# of key projects deployed and implemented•# of volunteers or collaborators who help execute events•5% increase in funding from partners to execute events

For full documentation, please refer to this link:

<https://docs.google.com/document/d/1kYv4kQtj7IRWbPiy9Me6TISY0nbgTSwb8JK5CpLXfIA/edit#>

There is success criterion that applies to the Arts + Culture District:

- Creative Brief
- Implementation of Comm 486M Group 6 Recommendations
- Project Development Success Criterion Template

Creative Brief

The Creative Brief of the Arts + Culture District outlines a number of broad aims for the Arts + Culture District. The full documentation we have provided (see link in slide) outlines what potential KPIs Deb could use to determine yearly impact of the Arts + Culture District in achieve core aims. This can be used to communicate key priorities of the Arts + Culture District to potential partners and impact what success metrics are used in arts + culture projects and initiatives.

Implementation of Comm 486M Group 6 Recommendations

The table featured above outlines a list of metrics Deb can track throughout the implementation of our team's recommendations to determine effectiveness and value of proposed changes within the District.

Project Development Success Criterion Template

A succession criterion template is featured in the full documentation (see link in slide) with instructions outlining how to systematically complete the template to determine project success metrics + establish accountability for tracking these metrics throughout development + implementation of projects.

Appendix M1 – Step-by-Step Plan for Engaging Residences

First point of contact: Michael Cheung (Residence Life Manager) at Walter Gage – confirmed with Michael. Whenever Deb is ready – to go over Debs plans and goals

Optional small win: start emailing events to residence life managers and posting event flyers in each residence immediately

Identify all association presidents (list comes out beginning of April) and reach out to all 9 of them – to establish collaboration and help them with their upcoming events

Reach out to all Residence Life Managers early on to create contact and work through an incentive package for them

Create an incentive package throughout summer, while getting the input of Residence Life Managers

Engage Residence Advisors and identify the ones interested in working with Arts & Culture

Have first meeting with two directors early on, to create an outline for a partnership and go over the steps

Plan out the details throughout summer while working with the directors

Have the plan in place so that starting in September, the Associations, Residence Advisors, Residence Life managers and directors are all on board. (The work will need to be done in the 4 months of summer – timing is key)

This slide outlines the steps that we recommend. The steps are based around engaging the different roles within the residences. The goal is to create a detailed plan of action and incentive plan that can be created with the residences. The incentive plan will help in engaging the different roles. Deb can first meet with them, to get their input on what type of incentives they would like. These incentives can be promotions, pricing and exclusive offerings that make the residences feel appreciated and valued.

The optional small win is something that can be implemented immediately to engage more students. This is about emailing the events to Residence Life Managers and posting flyers in each of the residences. This is a way to increase the exposure of Arts & Culture Events. The RLM's at Walter Gage and Orchard Commons have both said they would accept these emails immediately.

Identifying the list of Association presidents is next. This can be done in 2 weeks, once each president has been elected. We recommend Deb reaches out to each of them to inform them that the Arts & Culture can help them with planning events. She can start by meeting with Rukhsar Karim, the current MDRA president who is interested in working with the Arts and Culture district. She has also expressed interest in introducing us to all residence associations.

In directors, we have a meeting scheduled with Cate Morrison for March 31st. In this meeting we will share with her the idea and set up a meeting for Deb and her to speak.

By reaching out to all these roles, and creating an incentive package for the residences, the goal is to have the residence advisors, resident life managers, association presidents and directors on board. The ultimate goal is that when September comes, we have planned events in collaboration with the associations and advisors and partnered with the directors. This will mean that when students come back to school in September 2018 or 2019, the Arts & Culture events are being shared with them, from all levels which will ultimately increasing student attendance at events.

Appendix M2 - First Points of Contact For Deb – Residences

Mike Cheung – Residence Live Manager at Walter Gage (level 2)

Amy Stewart – Residence Life Manager at Marine Drive Residence (level 2)

Pete Chen – Residence Advisor at Marine Drive (level 1)

Rukhsar Karim – MDRA association president (level 2)

Muin Alif – MDRA executive (level 2)

Cate Morrison – Assistant Director (level 3)

First Points of Contact For Deb – Residences

Mike Cheung – Residence Live Manager at Walter Gage (level 2) - Wants to be the first point of contact for Deb

Amy Stewart – Residence Life Manager at Marine Drive Residence (level 2) – Looking forward to hearing from us

Pete Chen – Residence Advisor at Marine Drive (level 1) – Ready to answer any questions we might have

Rukhsar Karim – MDRA association president (level 2) – Wants us to attend the executive meeting to share the message and is willing to introduce us to all associations

Muin Alif – MDRA executive (level 2) – Open for any questions regarding associations

Cate Morrison – Assistant Director (level 3) – meeting March 31st

Appendix M3 – Messaging

Through conversation with Shelly, a great idea for messaging was mentioned that we recommend building marketing campaign's around – a way to communicate value

In this report we focused the marketing recommendation towards residences, however we'll mention this messaging idea, as it is good for reaching both external stakeholders and communicating with students on campus

She mentioned that in the US big Ivy league schools invest lots of money into Arts & Culture and its infrastructure. They bring on some of the best architects to create grand structures, as this is a factor that Ivy league schools compete on. **A universities arts & culture is a signal of the university as a whole**

Canada has not adopted this philosophy, however Canadian universities are known to adopt such trends from Ivy league American Universities

Especially right now when, demand for Canadian universities is higher than its ever been, and people from all around the world are looking at Canadian universities (potentially because of the politics in the US)

UBC can lead the way by investing in its Arts & Culture, thereby differentiating itself from other big Canadian universities.

The more valuable the UBC brand becomes the more valuable our UBC degrees become as well and this is why students should also, care about their universities Arts & Culture. Participating in such events is an investment in ourselves and something we should all work together to broaden

This is a cause that can unite students, it shows WHY the Arts & Culture should be important to everyone, including students and on campus organizations

In our marketing recommendations we focused on how we could increase student attendance. A component that we did not cover deeply was **messaging**. This slide shows what we think is the best strategy for a marketing campaign message, based on our research, that can be used to engage both students and external stakeholders.

The Arts & Culture is something that can be used to differentiate UBC as a Canadian university, at a time where interest in Canadian universities is at its highest. An increase in the brand of UBC also leads to all students degrees being more valuable and is in that sense something we all care about. The message represents a cause that can unite everyone, both students and external stakeholders. We recommend communicating this message of working together to increase our Arts & Culture on campus, to differentiate UBC as an institution.

Appendix M4 – The Structure of Residences

Level 1: Residence Advisors and Associations

- Sharing the message on the ground level
- Each RA has to host a few events per semester
- can create buzz

Level 2: Resident Life Managers & Association Presidents

- Getting more students out – bigger increase in attendance
- Each association has to host 2 events per month!
- Resident life managers oversee all RA's and their residence association

Level 3: Two directors, one being Cate Morrison

- we recommend Deb creates a partnership similar to the one UBC rec has with the residences.
- This can only be accomplished through the two directors – at this top level