



# **A Balanced Scorecard for the Cowichan United Way**

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## 1. EXECUTIVE SUMMARY:

This report produced a Balanced Scorecard for the Cowichan United Way, a non-profit organization falling under the umbrella of the United Way of Canada-Centraide. The Cowichan United Way is an organization in transition, in the process of changing its style of governance whilst adapting to the United Way of Canada Movement's Strategic Alignment.

A Balanced Scorecard is a performance measurement tool that links the actions of the Cowichan United Way to its strategic goals, objectives and strategies thereby ensuring that activities such as the day-to-day activities, relationship with its Member Agencies, and the annual fundraising campaign all are done efficiently and effectively and in line with those strategic goals.

The Cowichan United Way Balanced Scorecard was modified from the original concept created by Kaplan and Norton and modified for the public sector by Niven, by splitting the traditional customer perspective into two and naming them the Consumer and the Supplier Perspectives. This enabled the organization to recognize the unique nature of the 'customer' in the non-profit sector. The other three perspectives used in the construction of this scorecard were the Learning and Growth, Internal Business Process and Financial Perspectives. These perspectives, or lenses, help to translate the strategies into tangible operational terms as part of the strategic planning process.

The Cowichan United Way does not have a strategic plan therefore the strategies of the United Way Canada-Centraide Moving Forward Together Strategic Plan were used as the basis for this research. One of the tests of the study was to determine the awareness levels of the United Way of Canada-Centraide [UWCC] policies in light of the strategic alignment process. Through a process of interviews and focus groups, it was determined that there was general awareness of the UWCC strategies but uncertainty as to specific application to the Cowichan United Way. An Environmental Scan determined that the Cowichan United Way is aware of its position on Vancouver Island, its stakeholders and does well at fundraising. The CUW however, is struggling with the provincial and federal reallocation of resources/programming, the United Way of Canada national alignment strategy, and the competition.

As the Balanced Scorecard was constructed for the Cowichan United Way, it also became crystal clear that the Board is uncertain about its role and mandate; is it a fundraising body or a community building organization? This led to some difficulty in constructing the scorecard as measures could not be created for areas that required strategic decisions. However, the scorecard that was produced will be a useful tool for the Cowichan United Way [CUW] to use throughout its current governance and alignment journey.

Five strategies were defined with objectives, initiatives, measures, and targets being established for each in a causal relationship.

**CUW Strategies:**

- Transition
- Finances
- Community Building
- Year Round Presence
- Internal Infrastructure

Nineteen objectives were then established, classified by type of measure and then by balanced scorecard perspective in order to create the Scorecard. This was important in order to ensure that the performance measurement process moves across the entire cycle of inputs, outputs and outcomes in order to truly assess the translation of the Mission to action. The objectives and measures will then be used by the Board and Executive Director of the Cowichan United Way to link its actions to the scorecard in a cause and effect chain of events thereby ensuring that all actions are in keeping with the Movement's mission "to improve lives and build community by engaging individuals and mobilizing collective action" and the Cowichan United Way's vision of being "effective in supporting community goals and needs".

No discussion of strategic planning should occur without an implementation plan and the concept of performance measurement is a key component of this. Thus a series of recommendations, including ownership and reporting, were made with the goal of using the balanced scorecard in this strategic planning process as seamless and painless as possible. It will now up to the Cowichan United Way to begin using the Balanced Scorecard to measure its progress on the journey to self-governance, national alignment, and successful community building. The key to positive and successful implementation is to have to have the roles and responsibilities clearly outlined and delegated in order that there is understanding and ownership of the process. Ownership of the objectives is necessary to ensure that the project does 'not gather dust on a shelf', but is actually used to ensure that the actions taken by the Board and Staff are in line with the strategic thought, as determined by this research process. The subsequent reporting can garner further support for initiatives and provide assurances to the stakeholders that the Cowichan United Way is accountable for its actions.



## 2. INTRODUCTION:

This report will produce a Balanced Scorecard for the Cowichan United Way. The non-profit organization needs a tool to assist them in meeting their goals and objectives, and, as an organization in transition, the Cowichan United Way may benefit from the Balanced Scorecard performance measurement tool. The Cowichan United Way is not clear on its role or its form of governance and this research will use the Balanced Scorecard to establish measures and initiatives that will be used by the Board and Executive Director on this exciting journey.

***The Mission of the UWCC is to improve  
Lives and build community by engaging  
individuals and mobilizing collective action***

The Cowichan United Way needs to articulate the priorities, strategies, objectives and initiatives resident in the United Way of Canada-Centraide [UWCC] Strategic Plan. This will involve creation of measures to assess progress. The Cowichan United Way [CUW] is moving from a fund-raising body to being a significant player in community development for the region. The organization's governance is evolving to adapt to this change as well as implementing the new policies and positions from United Way of Canada-Centraide Canada [UWCC]. This national alignment, or compliance, with the UWCC policies is a new way of doing business for the CUW. And as part of this evolution, the Board of the Cowichan United Way wishes to change the organizational and operational structure from a hands-on board management style to a strategically chosen policy governance model.

This report will assist the Cowichan United Way in its strategic planning activities by developing a framework for the agency to assess progress in meeting the mission, vision, values, priorities, strategies, goals and objectives of the Strategic Plan. This measurement will be an ongoing test for accountability, effectiveness and efficiency. Assessing progress will give donors confidence in the organization, clients confidence in the transparency and fairness, and staff and the Board direction on how to proceed.

### 3. BACKGROUND:

The United Way movement works on many levels: local, provincial and/or regional, national and international<sup>1</sup>. The UW Movement recognizes the need to find a balance between local autonomy and a Movement-wide orientation<sup>2</sup> and the national organization, the United Way of Canada-Centraide Canada has spent considerable effort on Strategic Alignment in order to find this balance.

#### 3.1 United Way of Canada-Centraide Canada

The United Way of Canada-Centraide Canada [UWCC] is a non-profit, national umbrella organization that builds upon the strength of volunteers and voluntary action by engaging the whole community for the benefit of the whole community. The 125 local United Ways are each governed by an autonomous local Board of Directors who, with other volunteers and staff, help to build caring communities and to respond to a broad range of human needs on a national scale. They provide direct financial support to more than 7,000 funded agencies and provide funding to an additional 10,000 organizations through donor directed giving<sup>3</sup>. These 125 local United Ways are focused on "improving lives and building community by engaging individuals and mobilizing collective actions. They create a common ground where labour, business, community leaders, and government come to the table to identify needs and solve problems. They help to build, idea by idea, solution by solution, the communities of tomorrow, delivering health and social services...from prevention, to counselling, to crisis intervention to address human issues, large and small, helping individuals and families to be their best<sup>4</sup>".

The mission of the United Way of Canada-Centraide Canada is to improve lives and build community by engaging individuals and mobilizing collective action<sup>5</sup>. The organization's strategic plan: The Moving Forward Together Strategic Plan, 2004~2006 [see Appendix 23] outlines eight aspirations and six values [see Appendix 8] which serve as a foundation for all activities undertaken by the UWCC and the Cowichan United Way [CUW]. The aspirations include principles such as energizing and inspiring people to make a difference, helping individuals realize their potential, demonstrating leadership, reflecting diversity, human care agendas, coalition building, increasing investments, having impact, and strengthening the movement. The values include topics such as embracing diversity, non-partisan leadership, endorsing collective action, encouraging citizen involvement, encouraging volunteerism and demonstrating trust and respect.

Evolving from these aspirations and values, the Plan outlines six Moving Forward Priorities and five Operational Priorities to further guide local United Way's to improve lives and build communities. These priorities will be at the core of the Balanced Scorecard [BSC] and are

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<sup>1</sup> UWCC [Strategic Plan](#)

<sup>2</sup> UWCC [Strategic Plan](#)

<sup>3</sup> UWCC [What is United Way?](#)

<sup>4</sup> UWCC [What is United Way?](#)

<sup>5</sup> UWCC [Strategic Plan](#)

**UWCC Moving Forward Priorities:**

*Community Building  
Governance / Operations  
Human Resources  
Resource Development  
Public Policy  
Image / Brand*

**UWCC Operational Priorities:**

*Communications  
Human Resources  
Finances  
Operating Practices  
Technology*

the actions adopted by the UWCC/CUW in recognition of the operating environment and in pursuit of the mission.

### **3.2 Cowichan United Way**

The Cowichan United Way is one of 125 members of the UWCC. In its 29th year of operation, the CUW serves an area of about 72 000 people from the Malahat in the south, west to Lake Cowichan and north to Saltair. The twenty-one agencies funded by the Cowichan United Way [CUW] report over 30 000 people accessing over 90 programs and services<sup>6</sup>. The 2003 campaign raised \$275 000 and the 2004 campaign raised \$314 000. The CUW has an elected board, consisting of nine members, and two permanent staff and operates under the intra organizational strategic plan, The Moving Forward Together Strategic Plan. The CUW has its own operating vision statement, or word picture of the future.

The Board of the CUW is elected at the Annual General Meeting, prior to the annual campaign. The President is chosen by the Board, shortly thereafter. Turnover rates on the volunteer Board are significant; much time is spent educating new board members. Some thought has been given to change the date of the AGM to a less busy time of year [*i.e.* in the non-campaign period]. The occupation's represented on the current Board range from an ex-mayor and ex-councillor, to a lawyer, a financial accountant, a planner, and a health care specialist. The volunteer Board members offer a wide variety of community perspectives and take the time from their busy lives to help enrich the lives of those in need in the Cowichan Valley. The Board has five committees, with the Committee Chairs appointed by

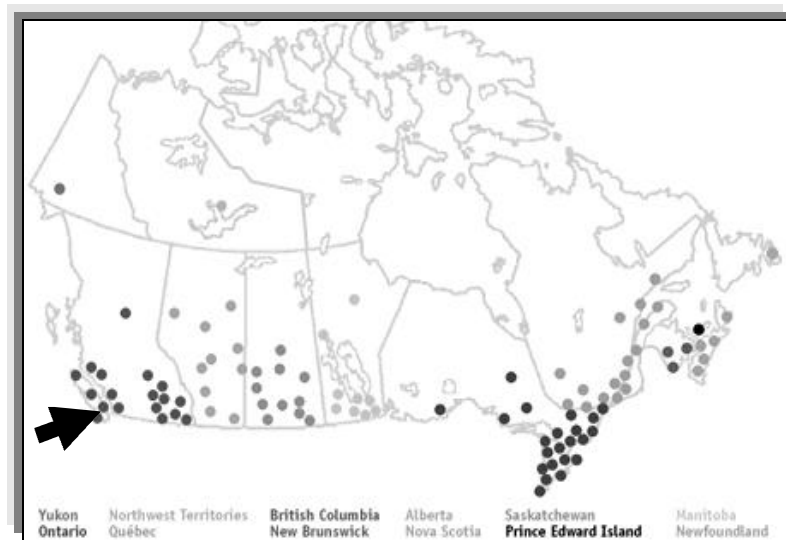
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<sup>6</sup> Cowichan United Way, 2004 AGM

**CUW Vision Statement:**  
*As the organization of choice,  
Cowichan United Way is effective in supporting  
community goals and needs.*

the President. Recruitment is currently done by existing Board members. The CUW has had a full time Executive Director for the past 4 years. The position reports to the Board and the current Executive Director has been in the position since September 2004. The position is now salaried whereas previously it was hourly. The Executive Secretary position was previously the only paid staff and this position is now three quarters of an FTE and reports to the ED. In addition the organization has taken advantage of Human Resources Development Canada grants to hire temporary staff and a summer student is hired to help with the pre-campaign work.

Figure 1- Map of Canadian United Ways



The Cowichan United Way has a very catchy slogan to further aid the Board, Staff, Agencies, and volunteers in working towards the mission, aspirations and values of the UWCC.

**CUW Slogan:**  
**VISION. ACTION. IMPACT.**  
**Your Community..... Your United Way!**

The vision statement and the slogan define the core purpose and articulate why the organization exists. The values represent the principles used to guide decision making and the vision is the word-picture of how to get there. In addition to those of the United Way of Canada, the Cowichan United Way has its own related goals/achievements.

**CUW Objectives:**

*To raise enough money  
To be fair, transparent and accountable  
To be partners in organization and  
community development  
To have a year round presence  
To ensure financial sustainability*

These goals are measured or assessed by the CUW to ensure that the Agency is making a difference. The goal of raising enough money to support member agencies and to explore options to meet other emerging community needs is currently measured through campaign contributions. The goal of being fair, transparent and accountable is measured through a relatively new financial reporting process, in line with national UWCC policy. The goal of being partners in organization and community development is measured through involvement in and attendance at community tables. The year round presence goal is currently measured by media coverage and attendance at seminars and workshops. The final goal, to ensure financial sustainability, is currently measured by campaign contributions and the bottom line on the financial statements.

The CUW assesses its progress in a number of ways, with campaign contributions [fundraising] being a primary indicator of success. In addition, the audited Financial Statements are used as a barometer for accountability and efficiency. Effectiveness is generally assessed through a package of staff and committee annual reports that are presented at the Annual General Meeting. These reports, in the form of a President's Report, the Finance Committee Report, the Executive Director's Report, the Agency and Community Relations Report, the Cowichan Success by 6 report, and the Allocations Committee Report, are narrative in nature and do not have quantitative aspects.

As the Annual Report prepared by the UWCC is also narrative in nature, it is the goal of both organizations to apply more rigour to the reporting process; to produce documentation with both qualitative and quantitative aspects. This can be done by producing reports that portray the message of the mission, aspirations and values, yet provide data that can be used to assess progress in as efficient and effective manner as possible. Report assessment is done by a wide variety of stakeholders, from corporate and private donors, to member agencies [who want their fair share], to the individual who benefits [*i.e.* from the food bank]. As is the challenge with any social organization, the translation of these intangible benefits regarding the quality of life in the community, to tangible inputs, outputs and outcomes is a daunting task.

## 4. CONCEPTS OF THE BALANCED SCORECARD

As the strategic planning process has evolved, so has performance measurement. The balanced scorecard is a state of the art performance measurement tool that tries to address earlier criticisms of strategic planning and measurement by encompassing all aspects of an organization, and not just the financial, or bottom line. The balanced scorecard was chosen for the Cowichan United Way for this reason and because the tool can be easily modified for the non-profit sector<sup>7</sup>. The challenges and opportunities of obtaining the desired goals create a unique operating environment for the Cowichan United Way in these turbulent times. The Balanced Scorecard can be used by the organization as a strategic planning tool in its governance transition and role determination.

During the closing decades of the 20<sup>th</sup> century a series of powerful forces delivered jarring shocks to the conventional roles and relationships among government, business and non-profit organizations. These forces, including dramatic new technologies, intense economic competition, accelerating globalization, the more obscure effects of regionalization, and a complex mix of social and political forces, have been altering the way each sector defines and carries out its core role and changing the relationships among all three of them<sup>8</sup>. The CUW is not exempt from these shocks. This change management literature is prolific, especially regarding the changes organizations in the non-profit, public, and private sectors are facing, leading to a new way of doing business, with performance measurement and reporting being at the top of the list.

Much has been written on performance measurement, with the balanced scorecard model being somewhat newer, surfacing in the early 1990's. In the past the financial records were used to measure success; however, the agency and its constituent level of understanding and commitment to the issues should be the drivers to measuring success. Germaine to the balanced scorecard is an understanding of the customer/client and what it expects at the end of the process.

The balanced scorecard was developed in the early 1990's by Drs Robert Kaplan and David Norton as a way to measure more than the financial performance of an organization. Academics, researchers and practitioners were seeing that societal changes such as globalization, knowledge based capital, increasing pace, and accountability necessitated a new form of measurement, one that looked at an organization from a more balanced perspective. The balanced scorecard provides a clear prescription as to what companies should measure in order to balance the financial perspective<sup>9</sup>. The Balanced Scorecard Institute states that the balanced scorecard is

*....a management system [not only a measurement system] that enables organizations to clarify their vision and strategy and translate them into action. It provides feedback around both the internal business processes and external outcomes in order to continuously improve strategic performance and results. When fully developed, the balanced scorecard transforms strategic planning from an academic exercise into the nerve centre of an enterprise.*

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<sup>7</sup> Niven. Balanced Scorecard, Step by Step for Government and NonProfit Agencies

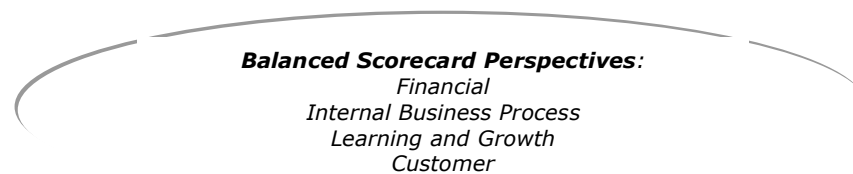
<sup>8</sup> Three Sector Initiative, Working Better Together: How Government, Business and Non Profit Organizations Can Achieve Public Purposes Through Cross Collaborations

<sup>9</sup> Balanced Scorecard Institute, Nine Step Methodology [Howard].

Kaplan and Norton describe the innovation of the balanced scorecard as follows:

*The balanced scorecard retains traditional financial measures. But financial measures tell the story of past events, an adequate story for industrial age companies for which investments in long term capabilities and customer relationships were not critical for success. These financial measures are inadequate, however, for guiding and evaluating the journey that information age companies must make to create future value through investment in customers, suppliers, employees, technology, and innovation.*

The balanced scorecard's four perspectives enable an organization to look at itself through four distinct lenses and to thereby gain feedback on a wider range of measures for



improving performance and effectiveness. These perspectives were originally created for the business sector where profit to shareholders was one of the more important measures. The measures represent a balance between external measures for shareholders and customer, and an internal measure of business processes and learning and growth. The measures are a balance between outcome measures, results from past efforts [*i.e.* lagging indicators] and the measures that drive future performance [*i.e.* leading indicators]. The balanced scorecard represents equilibrium between objective, quantified output measures and subjective performance drivers of the outcomes measures [*i.e.* qualitative measures]<sup>10</sup>.

Of particular interest for the CUW is the literature focusing on the non-profit sector. The balanced scorecard public sector framework has been slightly modified for the private and non-profit sectors. Niven<sup>11</sup> suggests that the balanced scorecard could be described as a logic model which focuses on four perspectives in linking inputs and activities to an organization's strategy. The measures within the four perspectives of the scorecard assist leaders in identifying inputs [learning and growth and internal process] to achieve financial performance and customer satisfaction [outputs] in implementing organizational strategies. These strategies communicate to employees and other stakeholders the performance drivers by which an organization will achieve its vision and strategic objectives.

The balanced scorecard is a strategic management model that aids an organization in translating its strategies into operational terms<sup>12</sup>. Creation of a framework for measurement based strategic management can be difficult but it is important to develop these measurements in order to assess mission effectiveness. The purpose of the balanced scorecard is to make an agency more accountable to their ultimate customer by developing metrics, collecting data and analyzing the data relative to each perspective.

<sup>10</sup> Kaplan and Norton, [The Balanced Scorecard – Measurements that drive Business Performance](#)

<sup>11</sup> Niven, [Balanced Scorecard, Step by Step for Government and NonProfit Agencies](#)

<sup>12</sup> Balanced Scorecard Institute, [Nine Step Methodology](#) [Howard]

This report will use the four balanced scorecard perspectives, plus a fifth one, the consumer perspective, as the framework with which to define and answer critical service delivery questions for the CUW. The framework has been modified slightly by renaming the perspectives to factor in this change. The customer perspective has been split into two and will be called the Consumer Perspective and the Supplier Perspective. The traditional customer is unique in non-profit settings and therefore requires individual perspectives to ensure that the unique supplier/consumer dynamic is properly represented. See Appendix 12 for a list of Member Agencies. Defining the consumer [*i.e.* individuals assisted] and the



supplier [*i.e.* stakeholders such as donors, member agencies] and the metrics, or measurements of performance, will be a challenge. The key metric for government or non-profit performance is mission effectiveness<sup>13</sup> with the mission of the United Way being 'to improve lives and build community by engaging individuals and mobilizing collective action'. Metrics for the various components of the mission will have to be created in order to be effective and efficient. Performance in this context means 'How well is the agency doing in achieving its mission?' Metrics of performance answer the question "How do you know how well the agency is doing?"<sup>14</sup> The metrics are quantitative and therein lays the difficulty in creating quantitative measures from qualitative answers. The development of performance measures is not a one time event, but a continuous process that involves many stakeholders. The process begins with a clear understanding of what the organization wants to accomplish and what factors may affect the successful accomplishment of its strategy. It is important for an organization to align its activities to facilitate the achievement of its goals, and eventually the overall strategy. Indeed, all the performance measures on a balanced scorecard serve as a transition of an organizational strategy<sup>15</sup>. The balanced scorecard is a systematic process to implement and obtain feedback about strategy, and enables the organization to become aligned and focused on implementing its long term strategy<sup>16</sup>. It is a tool to bridge the gap between strategy and execution.

Hence, the balanced scorecard management process is a continuous, cyclical process. The task is to be concerned about internal processes [diagnostic measures] and external outcomes [strategic measures]. The balanced scorecard strategic management process is based upon performance metrics that are tracked continuously over time to look for trends,

<sup>13</sup> Balanced Scorecard Institute [Paul Arveson, 1999]. [Translating Performance Metrics from the Private to the Public Sector](#)

<sup>14</sup> Balanced Scorecard Institute [Paul Arveson, 1999] [Translating Performance Metrics from the Private to the Public Sector](#)

<sup>15</sup> Niven, [Balanced Scorecard, Step by Step for Government and NonProfit Agencies](#)

<sup>16</sup> Kaplan and Norton, [The Balanced Scorecard – Measurements that drive Business Performance](#)

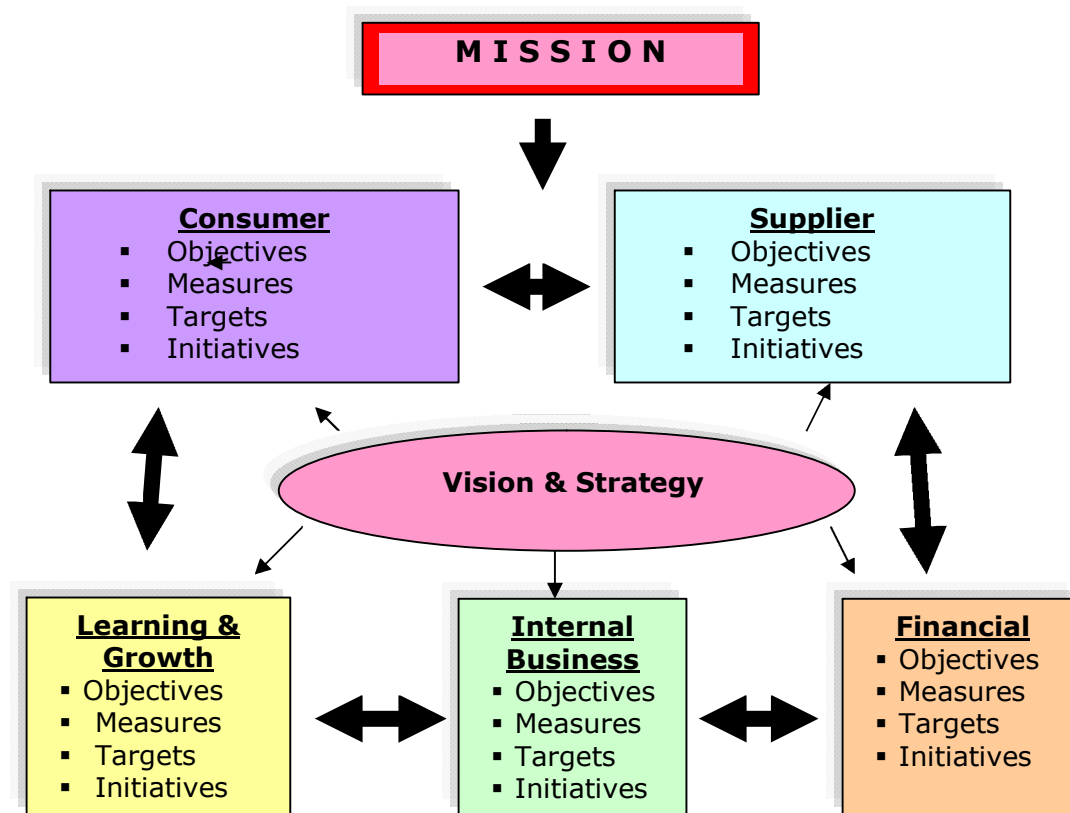
best and worst practices and areas for improvement. The goal in using the balanced scorecard tool is long-term improved metrics by planning, doing, checking and acting in a continuous cycle.

#### **4.1 The Balanced Scorecard Perspectives**

Kaplan and Norton created the balanced scorecard based upon four perspectives or lenses. The non-profit sector, of which the Cowichan United Way is a part of, has a more complex approach to the client/customer, which ranges from those who donate the money to those who receive the benefit. As a result, the traditional 'customer perspective' has been split into two, the Supplier perspective and the Consumer perspective, because each perspective has different perceptions, needs and wants. Both, however, need to be identified in order that their needs can be met and satisfied. Figure 3 then depicts the Balanced Scorecard Framework in much more detail.

Figure 2 - Balanced Scorecard Perspectives, as modified for the CUW



Figure 3 - The Cowichan United Way Balanced Scorecard Framework<sup>17</sup>

In this study it is proposed that the consumer perspective will apply to those who benefit and will be more of a micro or individual unit whereas the supplier perspective will apply to those who donate time, money, labour or goods, and will be more of a macro or group unit. It is important to differentiate between the two in order to meet the needs of the specific group to be served. Kotler and Andreasen state that planning must start with customer perceptions, needs and wants. A customer orientation toward marketing holds that success will come to that organization that best determines the perceptions, needs and wants of target markets and satisfies them through the design, communication, pricing and delivery of appropriate and competitively viable offerings<sup>18</sup>. Kotler and Andreasen further differentiate and define a customer centred organization as one that makes every effort to sense, serve, and satisfy the needs and wants of its clients and publics within the constraints of its budget. For this and other reasons the Executive Director of the CUW thought it to be very important that the two groups be differentiated.

<sup>17</sup> Modified for the Cowichan United Way from Kaplan and Norton and Niven

<sup>18</sup> Kotler & Andreasen, Strategic Marketing for Non-Profit Organizations

## **4.2 The Consumer Perspective**

The Consumer Perspective applies to the consumers of the CUW services, those who benefit or receive the service. Examples of consumers would be individuals benefiting from the member agencies and could include a Seeing Eye dog for a blind person or a local Big Brother/Little Brother pair [see Appendix 12 for a list of Member Agencies]. The primary objective is similar to that of the supplier perspective: who are they, how best to serve them and how to appear to the consumers in order to achieve the mission of improving lives and building community? The question to ask: To achieve our vision and satisfy our clients, how should we appear to our clients?<sup>19</sup> Niven asks what is the value proposition in serving our clients? The answer to that would be how best to ensure that our consumers actually benefit? Are the expectations and demands of the member agencies being met; can they be met? Are those residents of Cowichan offered the programs and services they need by the member agencies?

## **4.3 The Supplier Perspective**

The Supplier Perspective applies to the suppliers, those who pay, *i.e.* donors and volunteers. The primary objective to meet with the supplier perspective is to determine who our customers are, how best to serve them, and how to appear to them in order to achieve the mission of improving lives and building community. The primary question to ask is - To achieve our vision, how should we appear to our customers<sup>20</sup>? Who are our suppliers? Examples of suppliers would be corporations, partners and individual donors. Niven specifically asks what the value proposition in serving our customers is? The answer to that would be to be fair, accountable and transparent and to give the best value for the money. This 'customer intimacy'<sup>21</sup> is focused on long term relationships, *i.e.* corporate partners like Norske Canada, who, with their employees, donate a large sum each year, and an intimate knowledge of the customer needs. Is the CUW meeting the expectations of the donors, partners and corporate sponsors? Can the CUW undertake additional activities to instil more confidence in the donation process?

## **4.4 The Learning and Growth Perspective**

The Learning and Growth Perspective is the one that enables the other four perspectives. It links the current organizational structure to the level necessary to achieve the mission. The primary objective with the Learning and Growth Perspective is to enable action from within in a sustainable manner. The questions to ask<sup>22</sup>, as determined by this perspective are:

- What skills/competencies/infrastructure do we need to succeed?
- Do we have the proper organizational climate necessary for success?
- Do employees have the tools they need to meet customer requirements?

Examples of actions that fall into this internal infrastructure perspective are employee skills, IT, and organizational culture. Is the CUW utilizing the full potential of its human capital [staff, volunteers, Board]?

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<sup>19</sup> Kaplan and Norton, [The Balanced Scorecard – Measurements that drive Business Performance.](#)

<sup>20</sup> Kaplan and Norton, [The Balanced Scorecard – Measurements that drive Business Performance](#)

<sup>21</sup> Niven, [Balanced Scorecard, Step by Step for Government and NonProfit Agencies](#)

<sup>22</sup> Niven, [Balanced Scorecard, Step by Step for Government and NonProfit Agencies](#)

#### **4.5 The Internal Business Perspective**

The Internal Business Perspective involves the identification of existing and new key processes that the organization must excel at in order to continue adding value for the customer/client. It is the efficient operation of internal processes that serve your customers and fulfill your value proposition<sup>23</sup>. The primary objective to meet with regards to the Internal Business Perspective is at which processes must we excel to meet customer needs<sup>24</sup>? The questions to ask, as determined by this perspective, are based upon answers to the following:

- What process must we excel at to continue to add value for our customers?
- What can we develop?
- What can we excel at?

Does the CUW have the infrastructure in place to meet its goals and objectives? Examples of actions that fall into this operational perspective are service development and delivery, partnerships and the associated reporting.

#### **4.6 The Financial Perspective**

The Financial Perspective is the resource management area. In the past the 'bottom line' was used as the most important piece of data to determine whether an organization was successful. Financial success is indeed important, however; in the non-profit sector, the other perspectives have equal weighting. It is often intangible factors that determine whether a non-profit is attaining financial stability and actually making a difference in the lives of those it claims to aid rather than the 'bottom line'. The primary objectives to meet with regards to the Financial Perspective are efficient operations and the safeguarding of resources<sup>25</sup>. How resource use is planned and managed and how this management is conducted within the legal framework is the foundation of any organization [non-profit, private and public sector]. The question to ask is whether 'our strategy execution...is leading to improved bottom line results<sup>26</sup>. In the non-profit sector, bottom line results are much harder to establish and measure as they are often intangible [*i.e.* how to put a dollar value on the independence afforded by a Seeing Eye dog] as opposed to a finite number in the red or the black.



<sup>23</sup> Niven, Balanced Scorecard, Step by Step for Government and NonProfit Agencies

<sup>24</sup> Niven, Balanced Scorecard, Step by Step for Government and NonProfit Agencies

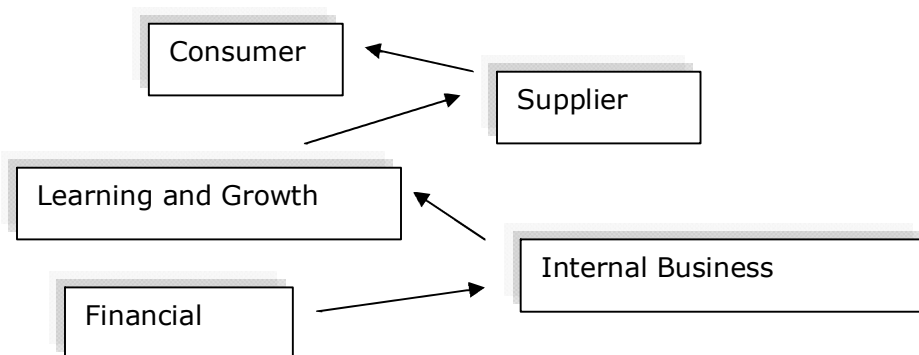
<sup>25</sup> Niven, Balanced Scorecard, Step by Step for Government and NonProfit Agencies

<sup>26</sup> Niven, Balanced Scorecard, Step by Step for Government and NonProfit Agencies

## 5. CONCEPTUAL FRAMEWORK:

Performance measurement is a key component of the strategic planning process. The five perspectives of the Balanced Scorecard provide a balanced view of the organization in order that the performance of all aspects of the organization can be considered and measured in this causal relationship. The financial perspective is at the bottom of the balanced scorecard. It is the financial foundation that allows the other activities to occur. Next, the Internal Business perspective, areas in which the Cowichan United Way has to excel at in order to utilize the finances to the best of their ability to excel in their quest to build communities. The Learning and Growth perspective falls in the middle of the continuum and serves to aid the CUW and its human capital in changing and improving in order to better serve the supplier and consumer. The Supplier perspective comes next, the suppliers who provide the resources to support those in need. And, at the top, is the Consumer perspective, the consumers or those who benefit, and for which the previous four perspectives have been focused upon.

Figure 4 - Perspective Linkage



Thus, the five perspectives can be utilized to link the five goals of the CUW and the six strategies of the UWCC to objectives, initiatives and measures. For example if donors are satisfied that the internal business process is operating smoothly, then they may be more likely to contribute/donate, thereby making the goal of raising enough money more attainable. Alternatively, an organizational climate that leads to the goal of transparency, fairness and accountability builds confidence amongst member agencies in the supplier perspective. Partnership goals aid in community building thereby serving the consumer perspective. The goal of a year-round presence in the community falls into the Learning and Growth perspective by partnering with the media. And finally, the goal of financial sustainability falls into the resource management area in the financial perspective. The key will be to clearly define the objectives, establish appropriate initiatives and to create realistic and attainable measures. The CUW can then show that it is making a difference and that the community is better off as a result of these efforts. The five perspectives will translate the vision of the CUW into a set of tangible objectives, targets, initiatives and measures. These will then be developed to assess the CUW progress toward achieving its mission. The CUW Scorecard will represent a vertically linked cause and effect chain of objectives across the scorecard perspectives. Achieving financial sustainability will enable the CUW to accomplish the objectives under the other four perspectives. It is important to recognize this cause and

effect relationship between the objectives and the five perspectives because achieving one objective will likely facilitate the achievement of other objectives along the journey to achieving the mission of the CUW.

The priorities of The Moving Forward Together Strategic Plan will be used as the basis for the Balanced Scorecard for the Cowichan United Way. The six priorities identified in this Strategic Plan are: community building, governance and operations, human resources, resource development, public policy and image/brand. See Appendix 23 for the complete strategic plan and Appendices 9 and 10 for a summary of the Moving Forward Priorities and the Operational Priorities. The creation of a customized Balance Scorecard will capture the unique issues facing the CUW. This framework will use these five balanced perspectives to answer critical service delivery questions and will translate the vision of the CUW into a set of tangible objectives, targets, initiatives and measures. These will then be developed to assess the CUW progress toward achieving its mission. The CUW Scorecard will represent a vertically linked cause and effect chain of objectives across the scorecard perspectives.

This journey will be based upon the logic shown in Figure 5. An understanding of the concepts of the Balanced Scorecard and the associated causal relationship led to the creation of the conceptual framework. This framework established the next step, the methodology, wherein, the concepts could be tested to determine their relevancy. The findings will then link the results back to the concepts of the scorecard and the priorities of The Moving Forward Together Strategic Plan.

Figure 5 - Report Logic

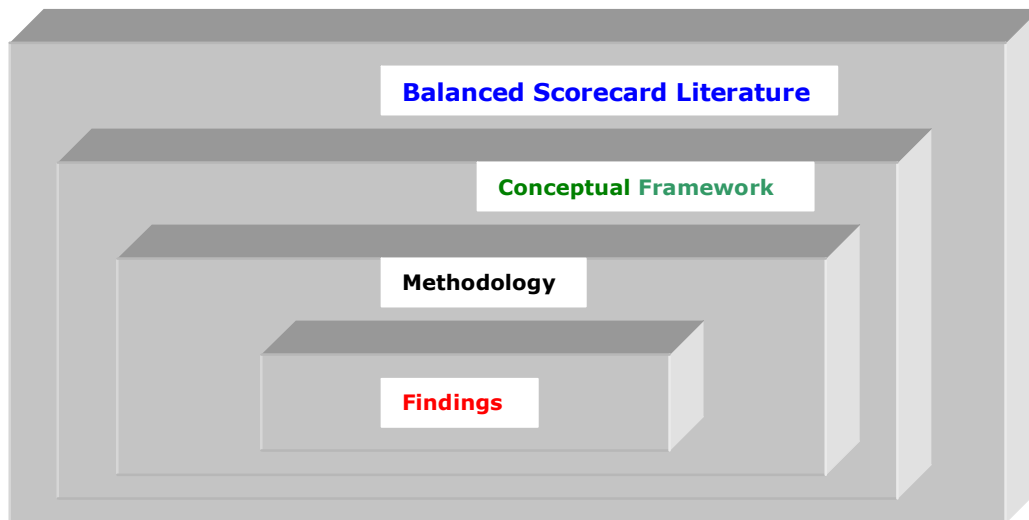


Figure 7 depicts the strategy map. At the top of the strategy map is the mission of the UWCC, with the aspiration, values, and vision statement flowing out from the mission statement. The priorities from the Strategic Plan fell into two categories, with the first being the Moving Forward Priorities and the second the Operational Priorities. These priorities, plus issues unique to the Cowichan United way were then clarified, classified, summarized

and then categorized again, by perspective and an initial set of seven priorities was then determined as follows:

***Initial Priorities:***

- *Transition*
- *Transparency/Accountability*
- *Partnerships/sponsorships*
- *Social Planning/Community Development*
- *Year Round Presence*
- *Financial Sustainability*
- *Internal Business Process*

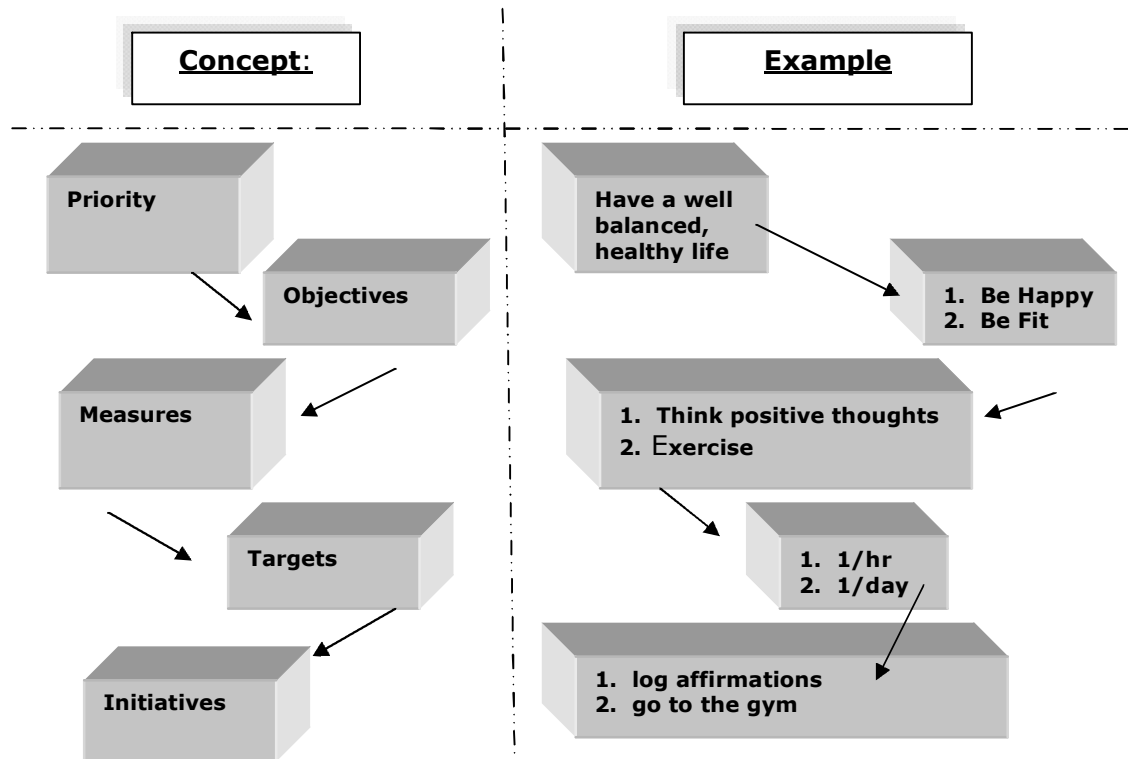
These were then compared to the interview and focus group results, amended and categorized into sets of objectives, measures, targets and initiatives, by perspective that can be measured over time. Objectives are the connection between the priorities and the measures. The measures are a quantifiable way to evaluate success. Performance objectives describe what the CUW must do well to implement the priorities. Objectives are quite specific and serve as a transition role. They are less precise than measures. They take the action from the general to the specifics of what must be done to execute the priorities. As Niven states, strategies are broad priorities, objectives are statements of what you must do well to achieve the strategy and measures are how the objectives will be tracked. Performance measures are standards to evaluate and communicate performance against expected results<sup>27</sup>. They can gauge organizational progress, inspire and motivate employees, set direction for the organization and encourage alignment from top to bottom<sup>28</sup>. There are three types of measures, input, output [activities] and outcome [results]. The BSC for the CUW will attempt to utilize as wide a variety of these types of measures as possible [see Appendix 6]. For example, the abstract priority of a healthy life depicted in Figure 6, can be honed in to a measurable initiative of logging positive affirmations and exercising daily.

The identification and confirmation of the strategic issues and shown graphically on the Strategy map [see Figure 7] formed the basis for the next part of this study. The instrument was designed around these preliminary findings. The questions aimed to determine whether the issues/priorities culled from the strategic plan and CUW literature and documentation were in line with the perceived issues/priorities of the Board of Directors and Member Agencies. The findings will then be used to construct the balanced scorecard based upon each of the five perspectives, consumer, supplier, internal process, learning and growth, and financial management. The objectives will be determined and the measures, targets and initiatives will be created. All must interrelate and eventually tie back to the Mission, Vision and Strategies in the aforementioned causal relationship.

<sup>27</sup> Niven, Balanced Scorecard Step by Step for Government and NonProfit Agencies

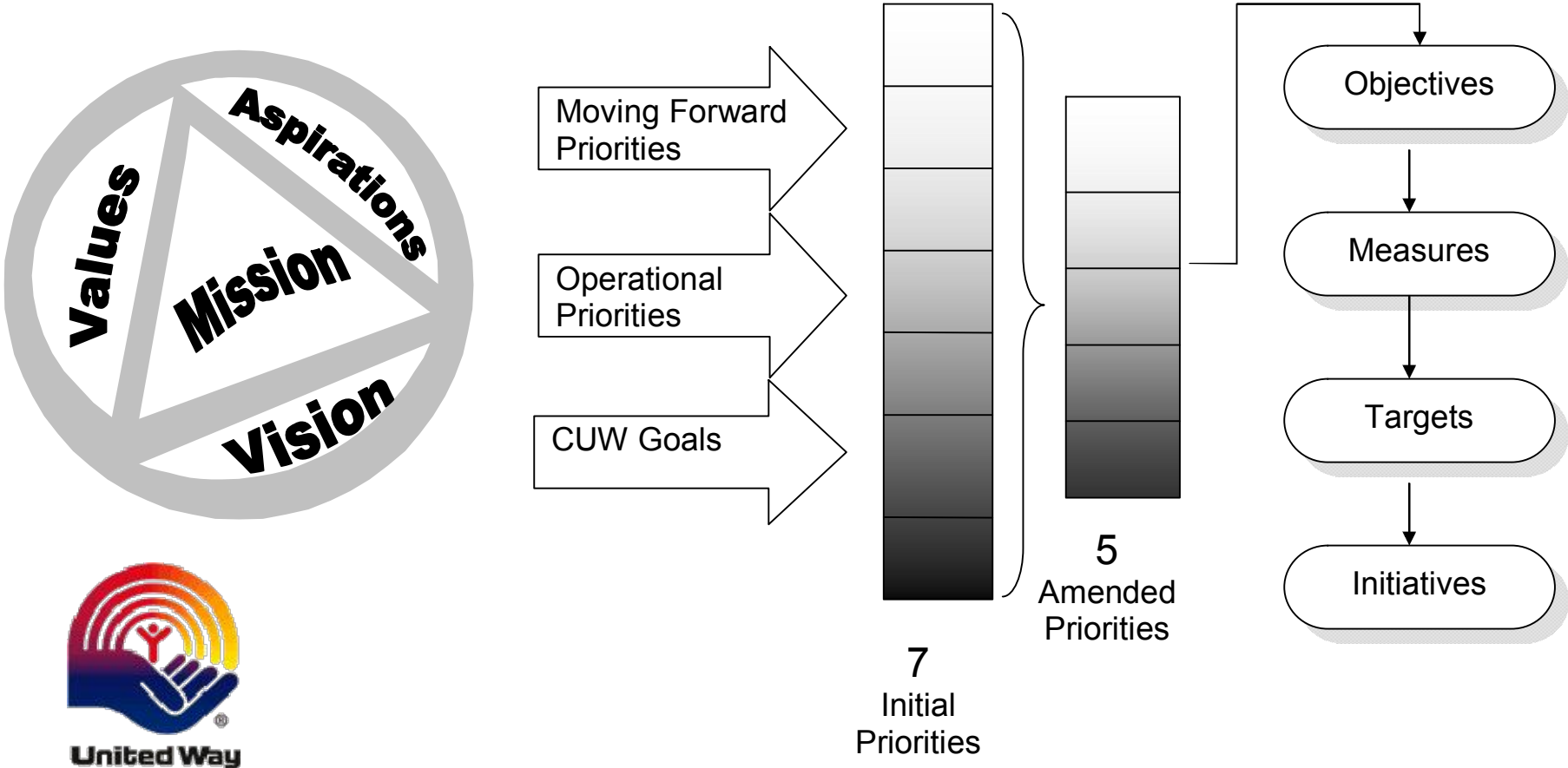
<sup>28</sup> Niven Balanced Scorecard Step by Step for Government and NonProfit Agencies

Figure 6- Objectives, Measures, Targets, Initiatives Flowchart



A revised strategy map will outline this process in a concise summary document. The objectives will describe what must be done in each perspective in order for the CUW to achieve its strategy. The measures will be standards in each perspective that can be used to evaluate and communicate performance against results. The measures will be a combination of inputs, outputs, and outcomes. Each measure will have targets, as something to aim for and something to compare to. Initiatives will link to the objectives, measures, and targets in each perspective; specific programs, activities, projects or actions needed to be done in order to meet or exceed the performance objectives. Each initiative must link to one of the performance objectives in at least one perspective. Cascading, or organizational alignment, will be examined. The CUW is a very small non-profit organization therefore cascading will almost be automatic. It could, be possible, however, to ensure an efficient structuring of the committee process to ensure all actions are taken in accordance with the initiative, targets, measures, objectives, priorities, strategy and mission of the CUW. The penultimate outcome of this study will be a reporting structure with a combination of a quarterly and annual reporting timeframe being established.

Figure 7 - Revised Strategy Map



## 6. METHODOLOGY:

The methodology used in this report can be broken down into two sections. The first step was to evaluate global issues as they relate to the Cowichan United Way. This involved a comprehensive stakeholder analysis to determine who the consumers and suppliers were and what their requirements might be. This was done early on in the research process and consisted of reviewing the UWCC website and intranet site, local united way websites and other relevant literature. In addition, an Environmental Scan was done. Typically known as a SWOT/PEST analysis, external and internal issues were examined in order to better understand the environment in which the Cowichan United Way operates and was based upon a review of the relevant literature. The competition was analyzed by reviewing the local newspapers, relevant literature and discussing the issue with the Executive Director. The competition needed to be assessed in relation to its impact upon the results of the annual campaign.

After this preliminary research, the second step was to design the methodology for the primary research. The methodology was designed to test the hypothesis by interviewing Board Members and holding a Focus Group of the Member Agencies. The hypothesis that arose from the work in the previous sections was tested in order to determine if the Cowichan United Way goals and objectives were synchronized with the UWCC Strategic Plan priorities. Exploratory research was conducted using interviews and focus groups. These two methods of qualitative research were proposed to determine three interrelated purposes of exploratory research: diagnosing a situation, screening alternatives and discovering new ideas<sup>29</sup>. The interview tool was a structured set of questions wherein the researcher asked each participant the same questions in the same order. A focus group is defined as an unstructured, free-flowing interview with a small group of people<sup>30</sup> and had a flexible format to encourage brainstorming and discussion. The methodology used in the primary research portion of this report was based upon the University of Victoria Ethics Application Protocol Number 05-012.

### 6.1 Research Design

Techniques such as stakeholder analysis [internal and external], analysis of the competition, and an Environmental Scan were used to identify the issues and priorities. These were categorized and refined into questions. The interview questions were designed firstly to determine the top issues for the CUW from the individual perspective of each interviewee. Questions were then asked how to best implement these top issues and how to measure. The goal was to determine whether or not these top issues match the issues identified in the Strategy Map. The questions were designed secondly to determine knowledge of the UWCC strategic issues and thirdly to assess how the interviewees thought the CUW was doing in relation to the success, implementation and measurement of these issues.

The focus group questions were designed to determine the top issues for the CUW from the Member Agency perspective. Questions were then asked to clarify these issues, and to determine what the Member Agency representatives thought the CUW was doing well, not so well, what they would like the CUW to do or what the CUW does not need to do. Lastly, the

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<sup>29</sup> Zikmund, Business Research Methods

<sup>30</sup> Zikmund, Business Research Methods

participants were asked how to judge or measure the success of the various initiatives. The questions were defined with a similar theme to that of the interview questions in order that comparisons between the two groups could be done.

## **6.2 Sample**

Interview participants were selected on the basis of their availability and willingness. The Executive Director [ED], Executive Secretary [ES], and Board Members were interviewed. The ED advised the Board at a board meeting that a student researcher would be calling to interview them. The Board was already aware of the research project. Board members were then sent a group email by the researcher, wherein a description of the project was given [see Appendix 15]. A consent form was attached. A few days later, the researcher contacted Board members individually, either by email or telephone to set up an interview schedule. The interviews were conducted from January 28, 2005 to February 7, 2005. One interview was conducted in person and the remainder were conducted over the telephone. Interviews ranged from 11 minutes to 1 hour, 15 minutes, with the average interview taking ½ hour. The interview population size was 11, the sample size was 9 and the participation rate was 82% [one person declined to be interviewed and one was on vacation during this time]. Informed consent was obtained from the participants at the start of each interview. The consent forms were either returned to the ES or faxed to the researcher.

Agency Members were invited to participate in a focus group. The ED sent an email to the member agencies endorsing the research. A group email was then sent to the Agencies from the researcher explaining the project and inviting them to participate [see Appendix 16]. Once the ED established the focus group meeting date, time and place, the researcher sent out individual emails and then followed up with telephone calls to determine attendance. The session was held on Tuesday, February 15, 2005 at the office of the Cowichan Valley Association for Community Living, one of the Member Agencies. The focus group was held at an independent site in order that the Member Agency representatives would feel comfortable attending and so it was not perceived to be a condition of receiving funding [the Allocations Committee was in the process of determining the yearly allocations during the research period]. Informed consent was obtained from all participants at the start of the Focus Group.

## **6.3 Interview Measures**

Interviews and the focus group were conducted using pre-determined survey instruments [see Appendix 17]. The questions had the same theme in order that the results of the interviews and focus groups could be compared. Both instruments were designed to obtain an understanding of current awareness levels, determine the priorities and objectives, the best way to measure this, and then the types of initiatives that could be used to obtain results.

## **6.4 Methodology Constraints**

Sampling was limited due to the small size of the CUW. It was impossible to use a random sample because the sample size would not have been large enough to produce statistically reliable results. A 'judgemental sampling technique is any sample that is chosen according to a sampler's judgement rather than a random mechanism'<sup>31</sup>. This technique was chosen by the researcher due to the aforementioned population size constraints. Attempts were

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<sup>31</sup> Albright, Winston, Zappe, Data Analysis and Decision Making

made to interview all of the board members and staff in order to get as wide a variety of input as possible within the constraints of the small population. Attempts were made to include all of the member agencies in the focus group for the same reasoning. Each of the 21 Member Agencies was contacted to attend the focus group session. The researcher invited 100% of the funded Member Agencies anticipating a lower participation rate, yet ensuring that the focus group had a suitable attendance rate so as to provide the most meaningful results. The participation rate was very low, with six of the 21 Member Agencies participating in the focus group [28% participation rate].

Inferences were made from the individual interview results and can be considered accurate because of the participation rate. The sample size [n=9 /p=11] from a very small population raised confidentiality and anonymity issues. The researcher attempted to mitigate this by deleting labels once the answers were coded and being sure that each participant in both the interviews and focus group understood that complete confidentiality and anonymity could not be guaranteed. The small sample [n=6/p=21] for the focus group portion of the research was not necessarily representative of the overall Agency Membership and the data cannot be considered reliable. The focus group however, still produced useful data.

## **6.5 Method of Analysis**

Interview responses were qualitative in nature and recorded by hand by the interviewer during each of the individual interviews and then transcribed into a word document. The answers were then coded by question, categorizing the most common qualitative answers into quantitative categories. These categories were then used to rank the answers with the most common answers being used to create the five strategies. A white-board was used in the focus group to record the qualitative answers given in that context, with all of the answers given to each question being written down for the participants to see and brainstorm about. The answers were not ranked but rather were classified into themes. These results were not tallied nor prioritized because the sample of participants did not represent the entire Agency membership.



## 7. FINDINGS – ENVIRONMENTAL ASSESSMENT:

The purpose the Environmental Assessment Findings was to illustrate the internal and external environmental conditions that the Cowichan United Way was operating under. It was important to take a snapshot of the current political, economic, environmental, social and technological issues impacting the actions of the CUW with a global lens. The findings from this preliminary research determined that the CUW is aware of its external environment on central Vancouver Island. The CUW has a strong Board, dedicated staff and is working to increase volunteer participation. Moreover, the organization has its finances in order and is working hard on being accountable and transparent whilst struggling with the transition process and lack of consensus, as well the increasing demand for funding.

### 7.1 Stakeholder Analysis

The academic literature defines a stakeholder as any group or individual who has an affect or is affected by the achievement of the organization's objectives<sup>32</sup>. For this study's purpose, the relevant stakeholders were defined as those whose interests affect or may be affected by the actions of the CUW. This was a very broad definition in keeping with the mission, aspirations, and values of UWCC. Accountability was a key component of this and to be accountable, the CUW must know and understand the requirements of the various stakeholders. A list of stakeholders for the Cowichan United Way would include internal stakeholders like the Board members, Staff and the UWCC. External stakeholders would consist of a much larger group of actors including groups like volunteers, partners, the media, families of those who benefit and future generations.

Figure 8 - Internal and External Stakeholders of the CUW

Internal Stakeholders	External Stakeholders	
<ul style="list-style-type: none"> <li>• Board members</li> <li>• Executive Director</li> <li>• Executive Secretary</li> <li>• Summer Student</li> <li>• Volunteers</li> <li>• UWCC</li> <li>• Member Agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Volunteers</li> <li>• Clients</li> <li>• Customers</li> <li>• Media</li> <li>• Funding bodies</li> <li>• Regulatory oversight agencies</li> <li>• Accounting firm [auditors]</li> <li>• Special interest groups</li> <li>• Future generations</li> <li>• General Public</li> <li>• Donors [existing]</li> <li>• Donors [corporate]</li> <li>• Member Agencies</li> <li>• Member Agency clients</li> </ul>	<ul style="list-style-type: none"> <li>• Lawyer</li> <li>• UWCC</li> <li>• Partners</li> <li>• Suppliers</li> <li>• Competition</li> <li>• Small businesses</li> <li>• Community</li> <li>• Financial Community</li> <li>• Donors [potential]</li> <li>• Donors [individual]</li> <li>• Member Agency families</li> </ul>

These classifications of internal and external stakeholders informed the CUW of its priorities. The highest priority was given to the most highly salient stakeholder. The academic

<sup>32</sup> Freeman, Strategic Management: A Stakeholder Approach

literature categorizes stakeholders into three basic categories in order to determine stakeholder salience. Stakeholder power can be classified by the possession of one or more of three relationship attributes: power, legitimacy, and urgency. The stakeholders' power to influence the firm, the legitimacy of the stakeholders' relationship with the firm, and the urgency of the stakeholders' claim on the firm<sup>33</sup> can be combined to create qualitative classes of stakeholders. These classes are *Latent* [low salience – one relationship attribute], *Expectant* [medium salience – two relationship attributes] and *Definitive* [high salience – three relationship attributes]. Potential stakeholders are those individuals or groups possessing no power, legitimacy or urgency.

Figure 9 - CUW Stakeholder Salience:

	<b>Latent</b>	<b>Expectant</b>	<b>Definitive</b>
<b>Internal</b>			Committees Board of Directors Volunteers UWCC Staff Member Agencies
<b>External</b>	Future Generations Community Potential donors Regulatory Agencies Funding bodies	Competition Customers Special Interest Groups Partners Media Existing Donors Accounting Firm Lawyer	Cowichan Hospital Foundation Member Agencies Media UWCC Clients

As can be seen from the stakeholder discussions, a wide range of interests must be accounted for and accommodated when trying to build a balanced scorecard for the Cowichan United Way. Many individuals and groups have a vested interest in the process. Others do not care, or donate to feel good whilst other groups donate, but want to see results. Many individuals, however, lead busy lives and do not understand social planning and do not care about issues until they are literally in their backyard. The latter group is the most vocal and critical, the most difficult to categorize, and the most difficult to make aware and engage in participation and/or donation, whereas people or groups with a personal knowledge and interest in environmental interests, economic interests or other such social and political nature, are relatively easy to engage in the process.

## **7.2 Environmental Scan**

It was important to consider various macro-environmental factors when conducting this research. Legal, political, social, demographic, technological, and environmental issues and trends all had an impact on the community and non-profit organizations and the public's awareness of and participation. In order to assess the strengths and weaknesses of the Cowichan United Way, an environmental scan was conducted in order to compare and assess the CUW's position in the overall non-profit environment. Kotler and Andraesen define an environmental scan as understanding the broad forces creating the world in which they [non-profits] operate. These broad forces can be divided into demographic, economic,

<sup>33</sup> Mitchell, Agle & Wood, Toward a Theory of Stakeholder Identification & Salience

technological, political-legal, and social-cultural categories<sup>34</sup>. The nature of these forces varies. Demographic and political-legal trends are very important for strategic planning in social service agencies and economic trends are important to charities<sup>35</sup>.

Figure 10 - SWOT Analysis Summary

<b>INTERNAL</b>	
<b>STRENGTHS</b>	<b>WEAKNESSES</b>
Volunteers Staff Board Strategic plan/thinking Goals and objectives well defined Culture Accountability Intangible assets Change Reputation / Goodwill Equipment Fiscal position Values Communication culture Relationships with media, with member agencies Relationship with funders, with community	Volunteers Need more staff UWCC vs. CUW funding Change/transition/focus/direction Communication outside of campaign time Financial constraints, sustainability Organizational capacity Community awareness of org spending See cool-aid
Competition Corporate grants Private giving Public opinion Demand for allocations	Competition Globalization i.e. tsunamis Economic conditions Knowledge based economy Changing attitudes Public opinion Government cutbacks/attitude Need exceeds demand Legislation [Privacy Act, Revenue Act]
<b>OPPORTUNITIES</b>	<b>THREATS</b>
<b>EXTERNAL</b>	

The internal environmental scan involved a review of the strengths and weaknesses of the Cowichan United Way. The internal environment tells the researcher what is desired and what is permissible<sup>36</sup>. The external environmental scan involves a review of the opportunities and threats facing the CUW, and tells the researcher what is possible<sup>37</sup>. The external environment had three components:

1. *The public environment, consisting of groups and organizations that take an interest in the activities of the organization. The public environment consists of local publics, activist publics, the general public, media publics,*

<sup>34</sup> Kotler & Andreasen, Strategic Marketing for Non-Profit Organizations

<sup>35</sup> Kotler & Andreasen, Strategic Marketing for Non-Profit Organizations

<sup>36</sup> Kotler & Andreasen, Strategic Marketing for Non-Profit Organizations

<sup>37</sup> Kotler & Andreasen, Strategic Marketing for Non-Profit Organizations

and regulatory agencies whose actions can affect the welfare of the organization

2. *The competitive environment, consisting of groups and organizations that compete for attention and loyalty from the audiences of the organization.*
3. *The macro-environment, consisting of large-scale fundamental forces that shape opportunities and pose threats to the organization. The main macro-environmental forces that have to be watched are the demographic, economic, technological, political and social forces. These forces largely represent 'uncontrollables' in the organization's situation to which it has to adapt<sup>38</sup>.*

The public environment was discussed in the stakeholder analysis section. The competitive environment will be discussed at the end of this section and the macro-environment will now be analyzed to determine the large scale forces impacting the CUW. External political issues considered in this SWOT analysis included decreases in provincial funding, reallocation of responsibilities, and a general reluctance to fund social issues. External economic issues were the fluctuating world wide economy or the impacts of tax increases on individual pocketbooks. External social issues that impacted the CUW were higher levels of social awareness and the 'importance of doing good'. The public was aware of scandals like Enron or Martha Stewart. The CUW was seen as a safe place to donate, especially for corporate sponsors. And, most importantly, the need for funding was increasing in the Cowichan Valley. Technical changes have made giving easier, *i.e.* online donations on the internet.

### **7.3 Competition**

It was also important to consider the competition, as this is an increasingly significant component of any non-profit organization. There are numerous non-profit competitors in the Cowichan Valley and include groups like the Red Cross and the SPCA. There are also other less traditional types of competition, such as personal taxation and user fees which affect discretionary spending. Kotler and Andreasen have created categories for four major types of competitors:

1. *Desire competitors – other immediate desires that the consumer might want to satisfy*
2. *Generic competitors – other basic ways in which the consumer can satisfy a particular desire*
3. *Service from competitors – other service forms that can satisfy the consumer's particular desire*
4. *Enterprise competitors – other enterprises offering the same service that can satisfy the consumer's particular desire.*

Desire competitors included sporting or other social events [*i.e.* movies, the theatre]. Generic competitors included work or home life or other competitors like the Red Cross or SPCA. Service competitors included local service clubs like the Rotary or the Lions or international associations like Amnesty International. Enterprise competitors were the Member Agencies or the local hospital foundation. Key findings from the United Way of America Community Involvement Survey<sup>39</sup> found that work is a key roadblock to community involvement. A demanding work schedule was mentioned four times as often as lack of knowledge of how to begin<sup>40</sup>. The study recommended exploring volunteerism in the workplace with some of its corporate partners or tapping into a community's retired

<sup>38</sup> Kotler & Andreasen, Strategic Marketing for Non-Profit Organizations

<sup>39</sup> United Way of America Research. Sept 2002.

<sup>40</sup> United Way of America Research. Sept 2002

residents<sup>41</sup>. The CUW is already exploring volunteerism with its corporate partners and through in-kind donations.

As with any non-profit, competition was a major factor for the CUW. The competition affected the dollars raised, the profile, the ability to attract volunteers, and the ability to obtain the goals and objectives of fundraising and community building. The CUW faced three major types of competition, with the first being local competitors, such as the Cowichan Hospital foundation, the second being the regional/provincial/national/international bodies such as the SPCA, Variety Club, Heart and Stroke Foundation, Cops for Cancer, Greenpeace or the Sierra Club, and the final being other interests and issues that compete for loyalty, attention and/or money [such as work, sports, hobbies]. Timing of the CUW campaign was impacted by the competition due to the fact that the local Cowichan Hospital Foundation and national Cops for Cancer and Heart and Stroke Foundation fundraising events occur during the CUW campaign period of October 1 to January 31.

Local competitors were able to define their niche and their market much more easily than the CUW. The Cowichan Hospital Foundation, possibly the most salient competitor, had a much more tangible and readily identifiable impact by the virtue of being contained and organized in one defined building. Other competitors had conflicting values and / or competing interests. The SPCA, for example, placed the needs of animals above the needs of individuals. The Red Cross builds community worldwide and the recent tsunami in Asia is an example that comes to mind. Culture conflict was a factor in that the Member Agencies were seen as direct competition, yet partners at the same time.

Figure 11 - CUW Competition

<b>COMPETITION</b>		
<b>Local Competitors</b>	<b>Regional, Provincial, National, International Competitors</b>	<b>Other interests and issues</b>
<ul style="list-style-type: none"> <li>• Cowichan Hospital foundation</li> <li>• Member agencies</li> <li>• Churches</li> <li>• Brownies/Guides</li> <li>• Cubs/Scouts</li> <li>• Service Clubs [<i>i.e.</i> Rotary, Kinsmen, Lions, Kiwanis]</li> </ul>	<ul style="list-style-type: none"> <li>• Heart and Stroke foundation</li> <li>• Cops for Cancer</li> <li>• Variety Club</li> <li>• SPCA</li> <li>• Red Cross</li> <li>• Unicef</li> <li>• Sierra Club</li> <li>• All health foundations [liver, kidney, cancer]</li> <li>• Political campaigns</li> <li>• Peace Groups [<i>i.e.</i> Amnesty International]</li> <li>• Mental health</li> </ul>	<ul style="list-style-type: none"> <li>• Sports and sporting events</li> <li>• Work</li> <li>• Hobbies</li> <li>• Gardening</li> <li>• Computers/Internet</li> <li>• Politics</li> <li>• Entertainment</li> <li>• Top-ups, <i>i.e.</i> school field trip fundraisers</li> <li>• Family – elder care - child care</li> </ul>

The above summary outlined current practices and strategies utilized by the CUW. There were definite strengths and weaknesses in these strategies. CUW strengths were the ability to exceed the fundraising goal. CUW weakness of current practices the ability to effectively deal with downloading and reallocation of resources and to focus on the competition.

<sup>41</sup> United Way of America [Research](#). Sept 2002

## **7.4 Identification of Strategic Issues**

The challenges that the Cowichan United faces were identified in the Competition and Stakeholder Analysis and Environmental Scan sections of this report. A preliminary balanced scorecard strategy map assisted in the identification of the strategic issues or themes [see Appendix 13]. Strategic issues can be defined as fundamental policy questions, or critical challenges, that affect an organization's mandate, mission, values, product/service level, clients, users, payers, or cost, financing, organization or management<sup>42</sup>. These long term challenges can then be used to develop the strategies that directly address the issues and allow the CUW to work toward fulfilling the mission.

Initially seven strategic issues were identified. It was recognized that seven was an unwieldy number and that some of the issues would have to be deleted or amalgamated. It

### **Initial Strategies:**

- *Transition*
- *Transparency/Accountability*
- *Partnerships/sponsorships*
- *Social Planning/Community Development*
- *Year Round Presence*
- *Financial Sustainability*
- *Internal Business Process*

was also recognized that identification of the issues was a very important process that needed to occur, regardless of the number. The important lesson from this process was that it gave the researcher a starting point from which to frame the interview and focus group questions.

## **7.5 Summary**

The examination of this Environmental Assessment Findings was useful when constructing the scorecard. An awareness of the larger scale global issues, such as the salient stakeholders and competitors or the strengths and weakness of the way the organization deals with internal and external trends, allows the organization to determine the best course of action when contemplating achievement of its strategic goals and objectives and it can be kept in mind whilst considering and analysing the findings of the interview and focus groups.

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<sup>42</sup> Niven, Balanced Scorecard Step by Step for Government and NonProfit Agencies

## 8. FINDINGS – STRATEGIC PRIORITIES

The purpose of the Strategic Priorities Findings section of this report was to summarize the results of the interview and focus groups. It must be kept in mind that the questions were designed to test the knowledge of the UWCC Strategic Plan priorities, to determine the top issues facing the Cowichan United Way, to obtain ideas on how to implement and measure these issues, to determine if there was a match between the CUW and the UWCC and to compare the Board and Member Agency responses. A thorough understanding of this information is critical to the construction of the Balanced Scorecard because the actions recommended must be in line with both the UWCC Strategic Plan and that of the local organization. Thus the examination of the global or macro environment coupled with the findings of the micro - analysis will lead towards modification of the seven initial strategies and the creation of the objectives, initiatives and measures.

### 8.1 Interviews

What became very clear from the individual interviews was that the Board is in transition. The role of the Board was not clear, even to themselves, even though they all recognized that this clarity is very important. The Board was obviously going through the complex transition from an operations board to a policy board on a slightly bumpy journey.

What was also clear from the individual interviews was that there was not a high level of awareness of the six Moving Forward Priorities from the UWCC Strategic Plan. This was expected, although not at the level expressed. It was a minor point, as the main focus was to have a framework with which to pose the questions as the CUW does not have a Strategic Plan or a formal, established set of priorities. What also became clear was that development of a CUW strategic plan was a priority, but the Board felt they had to get their house in order first [the chicken and egg dilemma of when to formally conduct the strategic planning process]. The informal strategic planning that the Board is currently involved in will serve them well and the Balanced Scorecard will be an integral part of that process. Commentary was received regarding the usefulness, or lack thereof, of the UWCC Strategic Plan priorities as there was some thought that the UWCC was out of touch with the smaller, local United Way agencies.

The vast majority of the interviewees had a difficult time recommending how the CUW could measure the various priorities. This was to be expected and the question was asked more to get an indication of the types of measurements the interviewees might like to see or that could be useful. There was no doubt that valuable information was obtained from this question in terms of what data was readily available and how success was currently judged. Other measures included expanding the donor base, statistics on per capita giving, investments, measuring capacity building, agency deliverables, showing the change in focus, tracking employee outcomes and attendance at seminars/forums. Of interest is that three of the recommendations were input oriented [campaign results, costs, attendance rates] whilst the remainder were output and outcome oriented, with the latter being the most difficult to quantify and measure. Only some of the recommended measures are currently in effect [AGM reporting, campaign results, costs, size of donor base, tracking investments]. Participants had an intuitive notion of what should/could be measured, but recognized the difficulty in doing so. The remaining questions were asked to test the awareness and knowledge of the UWCC Strategic Plan priorities and were framed around the six Moving Forward Priorities from the Strategic Plan. In general, awareness of the UWCC Strategic Plan Priorities was low.

## **8.2 Focus Groups**

The purpose of the focus group was to determine what the member agency participants thought the Cowichan United Way was doing well and not so well at, and what the participants thought the CUW should be doing and should not be doing. The questions were also designed with the thought that the answers could be compared to the interview answers to determine consistency or lack thereof. Caution must be exercised when reviewing this section of the report due to the low participation rate affecting the validity of the data.

The focus group participants thought the CUW was doing well at "raising money". The subsequent answers of marketing, public awareness, communications with Agencies, developing partners and trust followed. When prompted, additional answers such as good email communication, involving the Agencies in fundraising and pulling us [Agencies] together at meetings were given.

The focus group participants had a difficult time thinking about what the CUW is not doing well at. The participants' stated 'improvement is needed but we do appreciate them'. This led to answers such as the Agencies feeling interrogated at Allocations meetings, or being offended at being told how to raise money, confusion regarding form completion, being a partner, a very confrontational attitude, having less confrontational communication or clearer communication, being less autocratic, or missing the previous ED. There was much discussion regarding the growth path the CUW was taking towards more social planning and how that diminished other activities. Success By 6 prompted the most comments, with all of the participants expressing negative opinions towards the program [see Appendix 21 for the complete list].

### **CUW SUCCESS BY 6 PROGRAM**

Key partnerships have formed to promote planning and development for children and families in Cowichan. Join Island Savings Credit Union, Cowichan United Way, Ministry of Children and Families, School District 79, and Vancouver Island Health Authority in this important work (source CUW).

Being asked what the Agencies would like to see the CUW doing led to answers such as fundraising, more Agency promotion, better communication, getting more corporate sponsors, pointing out duplication, make giving easier, pool resources, give fairly, holding workshops, facilitate and coordinate training and networking, supporting Agency fundraising events and having more media events. The topics that elicited the most discussion were with regards to providing consistent funding for the Agencies and recognizing how much the Agencies rely on and how important consistent funding is from year to year. It was thought that the CUW should be a catalyst for social planning as opposed to an actual long term participant. The Agencies placed the most importance upon the group insurance coverage issue and wishing that the UWCC and the CUW could be an insurance carrier for the agencies. Along with this was a desire for the UWCC/CUW to lobby the government about the insurance coverage issues and the rising costs of such.

The focus group had fewer reservations about stating what the CUW should not be doing and the answers ranged from administration type issues like asking for copies of Agency bylaws. The top concern, however, was again, Success By 6. The participants felt that it was not an issue that is important to the community and that it is a duplication of service and competes for limited dollars.

The focus group recommended measuring success by input type measures such as the amount of money raised or the amount of people served. An output measurement of getting good quality spokespeople was also recommended. Two outcome measures were suggested, being the level of Agency enthusiasm to help out in fundraising and defining success by the success of the Agencies.

**Success By 6 Goals in BC are:**

- **to build community capacity** to support an accessible, comprehensive range of early childhood development services for children (0-6) and their families
- **to mobilize and leverage resources** towards an accessible, comprehensive range of early childhood development services for children (0-6) and their families
- **to raise awareness of the importance of the early years** and increase public support of early childhood development as a community priority (A).

Graphic Footnote 'A' from the United Way Fraser Valley webpage.

### **8.3 Summary**

As the hypothesis was tested, it was determined that in general, the Board Members were intuitively aware of the UWCC Strategic Plan priorities, but that the Member Agency participants were not. The top issues, for both groups, were fundraising, role and transition. The Board Members were divided on the top priority [fundraising or community building], whereas the focus group participants were unanimous that the top priority should be fundraising. Most participants were confused about the role of the Cowichan United Way [fundraisers or community builders] with the Board being split and the Member Agencies preferring fundraising. Transition caused great confusion for all participants and this ranged from the role of the Board, the role of staff and the impact of the strategic alignment.



**Priority 1 – Community Building focuses on achieving community impact through community building by investing in its capacity to build strong, caring communities. This means investing in people, knowledge and partnerships and finding innovative, cost-effective ways to measure the impact of activities on communities<sup>43</sup>.**

Figure 12 - Answers, Priority 1

<b>What has the CUW done well in terms of Priority 1 – Community Building?</b>		<b>What has not worked well in terms of Community Building?</b>		<b>How can the CUW measure Community Building?</b>	
Answer	# Responses	Answer	# Responses	Answer	# Responses
▪ Relationship with member agencies	7	▪ Understanding our community building role	3	▪ Contributions	2
▪ Success By 6	6	▪ Needing internal education	3	▪ Success By 6	2
▪ Social planning	4	▪ Limited resources	2	▪ Number of funding applications	2
▪ Reaching out to new communities	2	▪ Social planning	2		
▪ Board development workshops	2				

**Priority 2 – Governance and Operations was designed to maintain and nurture the high level of public trust the movement currently enjoys. To maintain and nurture this trust, we must continue to pursue excellence in our governance practices, processes and policies, in our financial transparency, and in sound management of our day to day operations<sup>44</sup>.**

Figure 13 - Answers, Priority 2

<b>What has the CUW done well in terms of Priority 2 – Governance and Operations?</b>		<b>What has not worked well in terms of Governance and Operations?</b>		<b>How can the CUW measure Governance and Operations?</b>	
Answer	# Responses	Answer	# Responses	Answer	# Responses
▪ Clarification of the role of the Board and staff	5	Very slow [things take too long]	4	▪ Understanding the board role	3
▪ Finances	4			▪ Financial reports	2
▪ Internal review	2			▪ Length of agendas/minutes	2

<sup>43</sup> UWCC Strategic Plan

<sup>44</sup> UWCC Strategic Plan

**Priority 3 – Resource Development states that success in achieving community impact through community building hinges upon our ability to attract resources and strengthen partnerships and to focus on how best to ensure continued growth<sup>45</sup>.**

Figure 14 – Answers, Priority 3

<b>What has the CUW done well in terms of Priority 3 – Resource Development?</b>		<b>What has not worked well in terms of Resource Development?</b>		<b>How can the CUW measure Resource Development?</b>	
Answer	No. Responses	Answer	No. Responses	Answer	No. Responses
Staff	4	Board Education	2	▪ Measuring funds	4
Campaign /donors	3			▪ Volunteer levels and satisfaction rates	3
Relationship building	2			▪ Relationship building	2

**Priority 4 – Public Policy states the ability to identify a shared policy agenda – to focus our efforts on our priority areas – will improve our capacity to make a difference. Solid knowledge and evidence is required to be a credible voice at public policy tables and partnerships at all levels play a key role in achieving meaningful, lasting change<sup>46</sup>.**

Figure 15 - Answers, Priority 4

<b>What has the CUW done well in terms of Priority 4 – Public Policy?</b>		<b>What has not worked well in terms of Public Policy?</b>		<b>How can the CUW measure Public Policy?</b>	
Answer	No Responses	Answer	No Responses	Answer	No Responses
Success By 6	2	Provincial policy	2	FTE's	2
Good Board	2	Research/awareness	2		
Policies and bylaws	2				
Not our mandate	2				
Good networking /relationship building	2				

<sup>45</sup> UWCC [Strategic Plan](#)

<sup>46</sup> UWCC [Strategic Plan](#)

**Priority 5 – Human Resources states that our strength lies in our people – Board members, volunteers and staff. Achieving community impact through community building will require that our people gain new skills and abilities to meet future challenges<sup>47</sup>.**

Figure 16 - Answers, Priority 5

<b>What has the CUW done well in terms of Priority 5 – Human Resources?</b>		<b>What has not worked well in terms of Human Resources?</b>		<b>How can the CUW measure Human Resources?</b>	
Answer	No Responses	Answer	No Responses	Answer	No Responses
▪ Staffing policy	6	▪ Role of staff	2	▪ Clarifying roles	2
▪ Staffing levels	5	▪ Volunteer levels	2	▪ Number of volunteers	2
		▪ Staff levels	2		

**Priority 6 – Image/Brand states the UWCC movement has one of the most recognizable and valued brands among not-for profit organizations. We will create a positive and consistent image for the UWCC<sup>48</sup>.**

Figure 17 - Answers, Priority 6

<b>What has the CUW done well in terms of Priority 6 – Image/Brand?</b>		<b>What has not worked well in terms of Image/Brand?</b>		<b>How can the CUW measure Image/Brand?</b>	
Answer	No Responses	Answer	No Responses	Answer	No Responses
▪ Raising community awareness	7	▪ Understanding UWCC policy	5	Position in the newspaper	1
▪ Living up to our image	3	▪ Minor problems in the past	2	Campaign results	1

<sup>47</sup> UWCC Strategic Plan

<sup>48</sup> UWCC Strategic Plan

## 9. DISCUSSION

A thematic and content analysis of the results of the interview and focus groups can now occur. This summary of the key themes will be a continuation of the process to modify the seven initial strategies and the creation of the objectives, initiatives and measures for the penultimate result, the Balanced Scorecard. As mentioned in the Primary Findings, the major surprise from this qualitative analysis was the lack of consensus amongst the Board Members. The big question remains to be answered, is the Cowichan United Way a fundraising organization or a community building organization? The Board Members were split on this answer whereas the Focus Group participants were very clear, the CUW should be a fundraising body. As was to be expected, the ongoing transition process was also a top issue. Both the Board Members and the Focus Group participants struggled equally with this concept. The national strategic alignment was not well understood by either the Board Members or the Focus Group participants. The Board was unsure of their role and this appears to be because of the ongoing governance determination. As expected, the awareness of the UWCC Strategic Plan policies was moderate, but what was not expected was the lack of consensus amongst the Board Members and the Member Agencies. The Success By 6 program was the most controversial, with disagreement as to the role of the CUW following a close second.

### 9.1 Interviews

Overall the interview participant answers indicated that the Board is not synchronized with the UWCC Strategic Plan Priorities in several key policy areas. This starts with the general theme of community building in the first priority and progresses through each of the remaining Strategic Plan priorities to the final priority, Image/Brand. In part this is due to the transition process from a hands-on role to a policy governance role that the Board is going through as the Board itself does not agree on its role, mandate and priorities. The Board is also struggling with the fact that the transition process itself was mandated by national and international United Way movement policy changes. This is reflected in the answers for the question regarding the top issues for the CUW [Q1]. The top three answers, fundraising, role of community development and transition, speak to the uncertainty of the Board regarding its role and top priorities. The answers to the second question indicated that the Board's top three recommendations were the same as the conflicting priorities [more money, getting the Board on board, and the role of the Board/staff]. This was also reflected in subsequent answers as patterns and trends began to emerge from the interview data. Most of the subsequent measurement suggestions reflected the fundraising role, this most likely due to the fact that the inputs, such as campaign totals are much easier to measure, conduct and comprehend than measuring outcomes, like Agency feedback or quality of life.

The Board generally had the same goals as the UWCC to achieve community impact through community building. There is however, internal disagreement on this role. The Board does not agree on what its first priority should be, community building or fundraising. This is the juxtaposition of the old and the new movement with the original mandate being to raise funds to allocate to member agencies. The mandate is evolving to the community building role, with the thought that the fundraising will automatically go hand in hand. Some board members support this new role wholeheartedly while others are sceptical or in total opposition, especially with regards to the Success6 program.

In terms of Governance and Operations, the Board views this priority in relation to clarifying the role of the Board and Staff, transition, and having a great financial system. This indicates movement towards synchronization of the strategic plan policy of pursuing excellence in governance practices, processes and policies. The Board is intuitively aware of this, yet is struggling on attaining it as is reflected in the answers to 5b [staffing levels, needing Board focus and better internal structure] and 5c [board role, length of agenda/minutes]. See Appendix 19.

Despite the fact that overall awareness of the Strategic Plan priorities was low, the Board's actions with regards to resource development were in line with Priority 3 - Resource Development [attracting resources and strengthening partnerships]. The Board thought the CUW was doing well with regards to staffing, campaign and relationship building. These areas are seen as attracting resources and/or strengthening partnerships. There was little disparity about the Resource Development role/priority, even though board education was recognized as a major opportunity, along with awareness regarding the challenges from competition, staffing and volunteer levels. This was also reflected in the measurement recommendations with measuring funds, volunteer satisfaction and relationship building topping the list.

Board awareness of strategic plan Priority 4 – Public Policy was the lowest of the six strategic plan priorities, and some participants could not even hazard a guess as to how the CUW was doing in this area, with some stating that public policy was not in the CUW mandate. The national policy regarding a shared policy agenda and achieving meaningful, lasting partnerships, is definitely a top goal of the CUW [*i.e.* Success By 6, networking, the impact of downloading, and social planning and even recognizing that this is an area of weakness (downloading, low profile)] however, the majority of the Board does not see it in this light. The recommended measures clearly indicated the lack of synchronization in this area.

The Human Resources Priority states 'our strength lies in our people'<sup>49</sup> and the answers to this question indicate the Board is in line with this UWCC policy with all of the answers involving something to do with staff or the board. The notable missing link is that of volunteers. The answers to 8b recognized that the CUW needs more volunteers and volunteer retention. The answers are indicative of the transition struggle that the Board is undertaking, with the role of the staff and board, policies, levels, recognition and infrastructure indicating a high level of awareness of the issues. The recommended measures range from inputs [number of volunteers] to outputs [writing policies] to outcomes [volunteer satisfaction].

The Image/Brand Priority elicited a wide range of responses and was heavily biased by recent correspondence from the UWCC regarding branding. The top answers of raising community awareness, being well known and living up to our image were expected, but what was not expected was the associated commentary. This again reflected the overall transition challenge the board is facing, from being an independent organization in the past, to being a 'branch' of the UWCC and understanding UWCC philosophy. This is an issue that is not unique to the CUW and is affecting United Ways around the country. The UWCC is perceived as creating a 'one-size-fits-all' policy that is more for the large UW's in the big cities and which fails to serve the smaller members, such as the CUW.

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<sup>49</sup> UWCC [Strategic Plan](#)

## **9.2 Focus Groups**

Overall the focus group participant answers indicated a positive relationship with the Cowichan United Way. They were willing focus group participants and thankful for the opportunity to have input. The side benefit that came out of the focus group was the opportunity for the various Agencies to network and reflect upon how important the networking was. This was subsequently reflected in some of the answers to Q-3. Even though the sample size was small [n=6] and not necessarily representative of the Agency Membership, useful data was obtained from the focus group. It is very difficult to know if the themes that arose from the focus group would have been the same had the participation rate been higher. It was very clear, however, that there was consensus on the issues from those in attendance.

As with the interview answers, current external factors affected some of the answers, specifically regarding the fact the Agencies were in the midst of the Allocations Process. There was general consensus that the Allocations Process was different from previous years and that this was not a positive change. The Agencies felt like they were being interrogated and judged and some [not all] felt the application process was too onerous. It should be noted that the CUW has invested considerable time in trying to improve the transparency, fairness and consistency of the Allocations Process, but that this may not be seen so by the Agencies. This trend towards accountability is a difficult change for some of the agencies, which the researcher found striking, due to the fact that program delivery measurements have been a consistent trend for several years and something that the Agencies should have an awareness of.

What became very clear throughout the focus group was that the participants are struggling with the transition as much as, if not more so, than the Board. The participants were not clear on who was leading the transition and why. They were aware of national and international United Way polices, especially regarding Success By 6, but generally wanted the CUW to be a fundraising body that allocates funds to the Agencies, and that facilitates social planning, as opposed to being leaders in social planning. It was thought that these social planning efforts, especially Success By 6, take away from the mandate of being a community fundraiser. Resistance to change was reflected in the answers to what the CUW is not doing so well: change in terms of transition, the Board, the ED, the allocations process, accountability, communications, and growth. Organizations are infamous for resisting change, especially when dictated from above; the Agencies are no different than any other organization in this regard.

### **What does CUW Success By 6 Do?**

*The goal of Success by 6 is to build the capacity of parents and communities so that children 0-6 years of age can be healthy, safe and secure, successful learners and socially engaged and responsible [Source CUW].*

The focus group participants were very clear that they thought the CUW was doing a very good job at fundraising, marketing and public awareness. They spoke highly of the efforts of the past campaign team and the marketing plan. The participants thought that the CUW was communicating well with the agencies and was doing well at developing partnerships. The organization had a high level of trust amongst the Agencies and in the community. Of note is the fact the improvements in communications became a trend in later answers.

Two major areas of concern were raised in response to the question regarding what the CUW is not doing so well, with much discussion occurring around the issue of fundraising. The participants felt that the fundraising limitations dictated by the CUW were too restrictive and too confrontational. The prevailing attitude that the CUW is the only one who has the right to fundraise during the Fall, which the Agencies also see as their prime fundraising time [with the time after Christmas, the spring and the summer being seen as less desirable and ineffective fundraising time periods] and that the time frame is overly lengthy and cuts too much into the Agency fundraising abilities. The second major area of concern was that of Success By 6. The participants thought the concept/program was too vague and nebulous and that there is a need to articulate what the program is about. The participants felt it was a duplication of service, with many of the Agencies already serving that population. They were not sure how the program enhanced the community or the CUW and saw it as a money-grabbing program, taking away 'their' money. It was originally understood that the money for Success By 6 was to come from other funding sources and not from the general CUW fundraising pie. The participants wanted clarity on the issue and to see if there were any useful outcomes. It was generally thought that Success By 6 was not in the original mandate/purpose of the United Way and that it is being forced upon 'us' as an American UW initiative. In addition, the perception of past and present communication practices [both good and bad] overrode all of this. As mentioned this is a notable comment in that participants noted communication as something the CUW was doing well in their answers to Q-1, yet became an issue in later answers.

With regards to what the Agency participants wanted to see the CUW doing [Q-3], fundraising and Agency promotion were the first two mentioned, along with improving communications. It was thought that the CUW could do better or be more consistent at having regular Agency profiles in the local media [like the ones during the recent campaign]. With regards to the allocations process, it was thought that the criteria for eligibility could/should be communicated. The participants thought that the more corporate sponsors the CUW had the better and companies like Norske were mentioned. The participants wanted to be advised of any areas of service duplicity in order that they could be more efficient and not be duplicating some services [interesting in that some of these forms of communication were deemed suitable and others were not]. The participants thought the CUW could make giving easier so that it is a one time event that lasts throughout the year [*i.e.* payroll deductions, one stop]. Participants wanted the CUW to keep giving fairly and to recognize the importance of consistent funding. The Agencies relied upon the funding and the consistency of the funding and hoped that the Board understood the impact of even minor funding changes. Another common theme of what the CUW could do is the pooling of resources, including a variety and/or series of workshops [*i.e.* Agency Board development]. Other recommendations included facilitation and coordination of communication, networking and training. The most important of these, as mentioned, was the CUW or UWCC being a group insurance carrier. The participants liked being able to use the UW logo as they thought it gave them credibility. Other activities the participants would like to see the CUW doing is more media events, supporting Agency fundraising events, and having a better rationale/communication for requests for information.

Figure 18 - Success By 6 Logo



When asked What shouldn't the CUW be doing?, the overall consensus was Success By 6. It was felt that the program was not important to the community, that it was a duplication of work/effort and a competition for scarce dollars.

The final question, How could the CUW measure success?, elicited similar comments to that of the Board: measuring the amount of money raised or the amount of people served which are both measures the CUW currently is doing. Two other outcome oriented measures were recommended: measuring the level of Agency enthusiasm to help out in fundraising and defining success by Agency success. It was thought the CUW would be more successful at fundraising if more of the Agency representatives could/wanted to assist in fundraising events [again, the 'pooling of resources' theme]. The second recommended outcome measurement was that of defining success by Agency success. There was much discussion around the concept that the success of the Agencies reflects well upon the CUW as people give to the CUW because they know where the money is going. It was mentioned that some donors can and do specify which agency they wish their donation to go to.

### **9.3 Comparisons**

When reviewing the interview responses and the focus group answers, several themes became apparent. The transition that the Board is undergoing is not readily understood by the Agencies, in part because the Board itself does not understand its role. As well, the evolution of the United Way movement from a fundraising body [operational] to building community [policy] is not well understood or liked. There is much disagreement on the role of the Cowichan United Way, amongst the Board Members and amongst the Agency Members. The changes that the Board and staff are going through are also not well understood or liked. The Board is evolving to the governance model, yet certain operational functions, such as the financial function, are still left up to the Board, committees or individuals. The staffing changes are confusing for all, in part because the aforementioned roles have not been formally established nor implemented. The Board/Staff is still in transition, therefore a consistent message cannot be communicated to the Agencies, resulting in confusion and minor resentment.

The role of the CUW, which is related to the transition, is not well understood, by Board members and by Agency members. Fundraising was mentioned by every interview or focus group participant, but the priority of the fundraising varied from being first or second, depending upon that respondent's perspective of the role of the CUW. Fundraising was first amongst the focus group participants. The role of community development was understood, but not agreed upon. The focus group participants tended to agree that the CUW should be a catalyst to get social planning going, but not to be leading it and that Success By 6 should

not be a priority. The Board was mixed upon the primacy of the role of community development, with some seeing it as taking away from the main goal of fundraising and others seeing it as leading towards better fundraising.

Communication was a huge factor. The Agency participants gave conflicting answers throughout the focus group; despite the fact communications was a major theme. The group originally stated communications between the CUW and the Agencies was good, then that communications needed improvement, then that they wanted less communication, then more communication. This led the researcher to conclude that the real challenge is the style of the communication and not the volume. The interview participants commented upon consistency regarding the flow and dissemination of information, for example, the timing of the distribution of agendas and minutes and the associated background material.

#### **9.4 Themes**

As the findings of the primary research were evaluated, several key themes emerged. The most obvious themes were those of Board consensus on its role and form of governance. The Board is split on defining what its role is or should be, whereas the Member Agency view was very clear – the Board's priority should be fundraising.

Fundraising also arose as a clear theme with the majority of the participants stating that the CUW is doing a good job in its fundraising efforts. What was less clear was whether fundraising should be the top priority or not. Those who thought community building should be the top priority assumed that the fundraising would automatically go hand-in-hand with the community-building activities.

The establishment of priorities for the organization was a key theme. This is directly linked to the first two themes of the role of the organization and what the top priority should be. The Board is cognizant of the strategic planning process and it was recognized by many of the Board Members as a tool for the CUW to use. However, the Board generally feels it needs to determine its role and form of governance first. Adoption of a Strategic Plan was therefore seen as a key goal. The strategic planning process is a huge undertaking but could assist them on this journey and be well worth the effort. However, utilizing a Balanced Scorecard is part of strategic planning and will serve them well in achieving their goals.

The theme of the role of Staff arose many times. This is again linked to the form of governance during this time of transition, however both Staff and the Board indicated clarity of the roles is required. Some policies have been written and implemented and this was seen as a good start.

The relationship with the Member Agencies was a key theme, with most participants agreeing that the relationships were a good one, but also recognizing that more work is needed. The Board saw this work as networking, whereas the Member Agencies saw this work as increasing and/or improving communications.

The theme of volunteers arose several times. It was recognized that more volunteers are needed and that volunteer retention is an issue. Part of this volunteer retention would be recognition. This did not arise in the primary research but was noted in the preliminary findings. The theme of ease of donation also arose many times [*i.e.* Payroll deductions].

Adoption of a new Constitution and Bylaws was also a key theme. This is linked to the first two key themes in that these policy documents need to reflect and direct the mandate, role and form of governance. Part of this could involve changing the date of the AGM by moving

it earlier in the year. The current AGM occurs just prior to campaign and new Board Members are immediately immersed in campaign. Having the AGM in the spring could give the ED and Board the opportunity to hold Board workshops during a less busy time of year.

Board and Agency workshops were a key theme that arose from both the interviews and the focus group. It was felt that more workshops should be held in order to assist the Board during this time of transition and in the future, so that the mandate and role [once it is determined] is clearly understood by all. Agency workshops could assist in the networking, encouraging multi-jurisdictional cooperation and fundraising.

Marketing was seen as a definite strength by all of the interview and focus group participants. The loss of the current campaign team and the uncertainty of this process from year to year was mentioned with a possible solution being adoption of a Marketing Plan. Other marketing, such as brochures, pamphlets, the website, the media, was mentioned but is not a direct priority, although the recognition of the value of year round presence was noted.

Last, but not least, of the key themes that arose from the primary research was the value of partners and corporate sponsors. Both maintaining and increasing these relationships was a key theme in both the interviews and the focus group.

This information will now be used to modify the seven initial strategies into a more workable five and will lead towards the creation of the objectives, initiatives and measures in the final product, the Balanced Scorecard.



WITHOUT **U** THERE IS NO **WAY**<sup>50</sup>

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<sup>50</sup> United Way Fraser Valley

## 10. CONCLUSION:

As can be seen from the qualitative analysis of the individual interviews and focus group answers, several key themes arose. One of the tests of the interview and focus group questions was to determine whether the original priorities from the preliminary research and strategy map were in line with the interview and focus group results. The seven original priorities were:

### **The 7 Original Strategies:**

- transition
- transparency and accountability
- partnerships/sponsorships
- social planning/community development
- year round presence
- financial sustainability
- internal business process.

It became very clear that prior to doing anything else, the Board needs to reach consensus on its role and style of governance. The Board needs to agree on whether it is a fundraising body or a strong community partner as there was not agreement upon this. Only then can the Board move forwards and begin to achieve its goals. The Board also needs to agree on its style of governance and implement these practices. This is currently an area of transition, but needs to be clarified in order that everyone knows their role and for evaluation purposes. Some areas are currently done by Staff and some are currently done by the Board, although it could/should be by staff. Policies and guidelines need to be established and implemented for all to follow.

Of note is the fact that the CUW has very little choice in this matter. If the organization wishes to remain part of the United Way movement, it will be forced to comply with the national alignment policies and directives. If the organization does not wish to remain part of the 'big UW machine', which is geared towards the larger UW organizations, it will have to opt-out of being a member. The CUW is not alone in this dilemma, with United Ways across the country facing the same alignment decisions.

After review of the qualitative and quantitative data, the original priority list was subsequently amended and reduced to five strategies. This is a much more workable

### **The 5 Revised Strategies:**

- transition
- community building
- internal infrastructure [including partners/sponsors]
- finances
- year round presence.

number from which the performance measures can be derived. The five strategies relate back to the Cowichan United Way vision of being effective in supporting community goals and needs and to the six UWCC Moving Forward Priorities.

The original strategy of transparency/accountability was not seen as a major issue by the Board or the focus group, as was expected from the preliminary findings; therefore it was combined into the financial theme. The two preliminary priorities of internal business process and partners/sponsors were combined into a strategic theme called internal infrastructure.

Figure 19 – Cowichan United Way Strategies



It must be remembered that this study is an exercise in performance measurement. A balanced scorecard cannot be built for "decisions" that the Board must make. The role and style of governance are key decisions that have to be made prior to proceeding. As a result, the balanced scorecard will only be constructed for the themes that can be measured and this will not include transition. In addition, the Board must make some decisions with regards to its role in community development; therefore partial measures will be built for the Community Development Priority.

Objectives under each strategy were then crafted to reflect the mission, aspirations, values vision, operating principles priorities and strategies from the Moving Forward Together Strategic Plan as well as the findings from the preliminary and primary research.

Subsequently, 19 corporate strategic objectives were created and categorized by balanced scorecard perspective in a causal relationship. At the foundation was the financial perspective - having the resources in place to carry out the role and mandate of the CUW. Once the financial resources are in place, the operating policies and procedures from an internal business perspective would need to be established in order to maintain the finances and support human capital. From the Learning and Growth perspective the human capital [Board, staff and volunteers] can then use these foundations established in the previous perspectives to support the work of the Agencies in the latter perspectives. The Agencies can then provide the services and programs to the consumers in the supplier and consumer perspectives. Each link is interrelated, by perspective, with a cause and effect chain, in an ongoing cycle.

The objectives were developed and then organized by perspective and type of measures [see Appendix 6]. The measures were a balance of input, output and outcomes. Five of the measures were inputs, 9 were outputs and 5 were outcomes. Input measures are those that involve putting resources in [i.e. fundraising], output measures are those that involve distribution of resources [i.e. allocation of funds] and outcome measures are those that show an impact [i.e. someone being healthier by eating nutritious food from the food bank]. This distribution is important because the performance measurement process should traverse the entire cycle of inputs, outputs and outcomes in order to truly assess the translation of the mission to action. The objectives were also well balanced by perspective, with three in each of the Supplier and Learning/Growth Perspectives, four falling under each of the Consumer and Financial Perspectives and five falling under the Internal Business Perspective. The initiatives that arose from this were rooted in comments or ideas that were gathered in the preliminary and primary research. These measures can be used by the CUW to assess how well it is doing with regards to being effective in supporting community goals and needs.

Figure 20 - Summary of Objectives by Strategy

#### **Strategy 1 – Transition**

No objectives provided.

#### **Strategy 2 – Community Building**

1. Support attendance at community development tables
2. Increase Agency Allocations [F/R]
3. Increase Agency Allocations [M/A]
4. Enhance Member Agency satisfaction

#### **Strategy 3 – Internal Infrastructure**

5. Develop excellence in governance practices
6. Encourage Financial Transparency
7. Commit to efficient day-to-day operations
8. Recognize Board, Staff and volunteers
9. Enhance and Improve Partnerships / Sponsors

#### **Strategy 4 – Finances**

10. Support making giving easier
11. Ensure per capita giving statistics are in line with status quo
12. Growth and Development of the endowment fund
13. Increase Fundraising
14. Improve Investments

#### **Strategy 5 – Year Round Presence**

15. Have a unique Cowichan United Way identity
16. Encourage Member Agency use of the logo
17. Encourage Community Access to the Website
18. Commit to Holding Community Events
19. Comprehensive Marketing

## 11. RECOMMENDATIONS:

No discussion of strategic planning should occur without an implementation plan and the concept of performance measurement is a key component of this. Thus the final section of this report will make a series of recommendations to the Board and Executive Director of the Cowichan United Way with the goal of using the balanced scorecard in this strategic planning process as seamless and painless as possible. It is now up to the Cowichan United Way to begin using the Balanced Scorecard to measure its progress on the journey to self-governance, national alignment, and successful community building.

The key to positive and successful implementation is to have to have the roles and responsibilities clearly outlined and delegated in order that there is understanding and ownership of the process. Ownership of the objectives is necessary to ensure that the project does 'not gather dust on a shelf', but is actually used to ensure that the actions taken by the Board and Staff are in line with the strategic thought, as determined by this research process. The subsequent reporting can garner further support for initiatives and provide assurances to the stakeholders that the Cowichan United Way is accountable for its actions.

Appendices one to five demonstrate how the objectives, initiatives and measures are related to and become a composite of the United Way of Canada Strategic Priorities and the Cowichan United Way Strategies. Each has a Lead column wherein the responsibilities are assigned to a Committee, with the Executive Director as the overall coordinator. The linkage to the five perspectives of the balanced scorecard completes the cycle and is shown in the final Balanced Scorecard [see Appendix 1].

This implementation can be done in several ways as outlined below:

1. *Hold a Focus Group with the Board Members to explain the Balanced Scorecard, the responsibilities in it and why it is important for the Cowichan United Way.*
  - a. *Planned for Saturday, May 28, 2005.*
2. *Educate the staff, board, volunteers and member agencies on the importance of the performance measurement aspect of the strategic planning process.*
  - a. *Can be done in the form of an educational pamphlet.*
  - b. *Can be done by sharing the Findings of this report with the Member Agencies*

It is important that the Board Members understand the concepts of the Balanced Scorecard, how the strategies were derived, and how performance measurement can assist them on their journey. One of the criticisms of strategic planning is the amount of time required to measure and report. Only with a clear understanding of the issues, will the proper effort be given. In addition, attendees at the Focus Group asked to be informed of the results of this study.

3. *Conduct a written survey of the Member Agencies with the goal of obtaining statistically reliable results from which accurate inferences can be made.*
  - a. *Can be done using the same questions from the Focus Group.*

It is important that statistically reliable data be obtained from the perspective of the Member Agencies in order that the Board can respond adequately. The material gleaned from the focus group was useful, but limited in terms of its inference ability. The perspective of the Member Agencies is vital because they are both internal and external stakeholders and one of the more highly salient competitors.

4. *Give each objective an 'owner' [person/committee] responsible to monitor and report on that objective.*
  - a. *See Appendix 7 for a summary table*

It is important that each objective be clearly delegated to an appropriate committee in order to ensure that the measurement does indeed occur. The subsequent reporting will serve two purposes, keeping the process in the minds of all involved, and by being a useful and valid communications tool.

5. *Have the Executive Director commit to holding each party responsible to report on the progress to the Board on a quarterly basis.*
  - a. *Can be in a simple table format*
  - b. *Can be at the January, April, July, and October Board meetings*

It is recommended that the Executive Director be the lead coordinator in the reporting process. This would involve coordinating the process with the President and Committee Chairs to ensure deadlines are met and the appropriate agenda space is reserved. The ED can work with the Executive Secretary to design a simple reporting format. Simplicity is key in terms of ease of understanding and lessening the potential overwhelming nature of the task.

6. *Submit an Annual Report to the AGM.*

As the Member Agencies are aware of the project, it is important to continue with the participatory nature of the project. An Annual Report can be a vital communication tool, show that the CUW is putting its money where it mouth is, and can further build upon the commitment to accountability.

7. *Use another graduate student to conduct a comprehensive survey of the customers [suppliers and consumers] in order to move towards a comprehensive Strategic Plan.*
8. *Plan for and commit to doing a Strategic Plan once the Transition decisions have been made by the Board.*
  - a. *Can be a graduate student or a local volunteer*

It was recognized by interview participants that the Cowichan United Way needs to go through the formal strategic planning process. A good way to begin this process is to garner a better understanding of the external stakeholders in the community. This was not part of

the scope of the current project but could easily become a project for another student. It would also speed up and simplify the formal strategic planning process once the Board has made its strategic transition decisions because this type of data is a crucial component of the strategic planning process.

*9. Recognize that the process will take at least one to two years to properly represent the cycle of change.*

Results of the work to be done will not be immediately obvious. The purpose of the measures and results of the first year will be mainly to establish a baseline and the subsequent data will begin to show trends towards attaining the strategies, goals, objectives and initiatives towards the Cowichan United Way supporting community goals and needs.



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**Appendix 1 - Balanced Scorecard**

 <b><u>COWICHAN UNITED WAY BALANCED SCORECARD:</u></b>					
<b><u>Mission - To Improve Lives and Build Community By Engaging Individuals and Mobilizing Collective Action</u></b>					
<b>Strategies:</b>	<b>Transition</b>	<b>Community Building</b>	<b>Internal Infrastructure</b>	<b>Finances</b>	<b>Year Round Presence</b>
<b>Consumer</b>	Enhance Member Agency Satisfaction	Increase Agency Allocations [M/A]	Increase Agency Allocations [F/R]		Attendance at Community Development tables
<b>Supplier</b>		Community Access to the Website		Make giving easier	Develop community events
<b>Learning and Growth</b>	Develop excellence in governance practices		Efficient Day to Day Operations		Board /Volunteer recognition
<b>Internal Business Structure</b>	Marketing Plan	Enhance Partnerships and Sponsors	Have a unique CUW identify	Financial Transparency	Encourage member agency use of logo
<b>Financial</b>		Increase fundraising	Ensure per capita giving statistics are in line with status quo	Improve Investments	Growth and Development of the Endowment

**Appendix 2 - Objectives, Initiatives, Measures and Targets - Strategy 1 and 2**

<b>Strategy 1 – Transition</b> <i>Support Community Goals and Needs by Reaching Consensus on our Mandate, Objectives and Role</i>				
<b>Objective</b>	<b>Initiatives</b>	<b>Lead</b>	<b>Measure</b>	<b>2005 Target</b>
Objectives, Measures, Targets and Initiatives will not be created for Strategy 1- Transition due to the fact that organizational decisions must be made by the CUW prior to any actions being taken.				

<b>Strategy 2 – Community Building *</b> <i>Support Community Goals and Needs by achieving Community Impact Through Community Building</i>				
<b>Objective</b>	<b>Initiatives</b>	<b>Lead</b>	<b>Measure</b>	<b>2005/2006 Target</b>
<b>Support attendance at community development tables</b>				
	Ensure attendance / invites to events.	ED/Board	Track the number of events attended and invited to by quarter.	2005 - Establish baseline 2006 - increase by 25%
<b>Increase Agency Allocations - Fundraising</b>				
	Improve fundraising	Campaign Committee	Increase annual fundraising amounts	2005 - 10% 2006 - 10%
<b>Increase Agency Allocations – Member Agencies</b>				
	Increase number of Agencies	All	Add new Member Agencies to the Allocations List	2005 - increase by 1 2006 - increase by 1
<b>Enhance Member Agency satisfaction</b>				
	Improve communication	ED/ES/Board	Conduct an annual survey [see Appendix 18 for a draft]	June 2006

\*Objectives, Measures, Targets and Initiatives will be created for the aspects of Strategy 2 that can be measured. Activities related to Decisions to be made by the Board will be excluded; therefore initiatives such as Success By 6 were not addressed.

**Appendix 3 – Objectives, Initiatives, Measures and Targets - Strategy 3**

<b>Strategy 3 – Internal Infrastructure</b> <i>Support Community Goals and Needs by striving for sound management of our day to day operations.</i>						
<b>Objective</b>	<b>Initiatives</b>	<b>Lead</b>	<b>Measure</b>		<b>2005 / 2006 Target</b>	
<b>Develop excellence in governance practices</b>						
	Efficient Board meetings	President	Measure the amount of time spent on Late Agenda issues		2005 – reduce by 30% 2006 – reduce by 50%	
<b>Encourage Financial Transparency</b>						
	Fair allocation process	Allocations Committee	Conduct a survey [see draft in Appendix 18]		2005 – establish baseline 2006 – improve results	
<b>Commit to efficient day-to-day operations</b>						
	Follow the constitution and bylaws	President / ED [find a volunteer]	Adopt a new Constitution and bylaws		By the 2006 AGM	
<b>Recognize Board, Staff and volunteers</b>						
	Educate the Board Celebrate Volunteers	ED / Board Development Committee	Have regular Board retreats	Conduct a volunteer recognition night	1/quarter	1/ year
<b>Enhance and Improve Partnerships / Sponsors</b>						
	Enhance relationships with Partners Increase Corporate Sponsors	All	Invite to Community Events	Get new Sponsors	25% attendance rates	2 / year

**Appendix 4 - Objectives, Initiatives, Measures and Targets - Strategy 4**

<b>Strategy 4 – Finances</b> <i>Support Community Goals and Needs by Planning for Financial Sustainability</i>				
<b>Objective</b>	<b>Initiatives</b>	<b>Lead</b>	<b>Measure</b>	<b>2005/2006 Target</b>
<b>Support making giving easier</b>				
	Initiate automatic payroll withdrawal programs	ED / Campaign Committee	Establish corporate donors payroll system	2005 – 50% of corporate donors 2006 – 75% of corporate donors
<b>Ensure per capita giving statistics are in line with status quo</b>				
	Increase per capita giving statistics	Campaign Committee	To be in line with or higher than the national average	2005 – establish baseline 2006 – by 10%
<b>Growth and Development of the endowment fund</b>				
	Encourage giving and estate planning	Finance Committee	Increase the amount of the endowment fund	2005 – 10% 2006 – 15%
<b>Increase Fundraising</b>				
	Increase the amount of the yearly campaign results	Campaign Committee	Have the amount raised increase every year	2005 – 10% 2006 – 10%
<b>Improve Investments</b>				
	Establish and monitor the portfolio	ED / Finance Committee	Improve the investment results	2005 – 4% 2006 – 6%

**Appendix 5** - Objectives, Initiatives, Measures and Targets - Strategy 5

<b>Strategy 5 – Year Round Presence</b> <i>Support Community Goals and Needs by Maintaining Year-Round-Presence</i>				
<b>Objective</b>	<b>Initiatives</b>	<b>Lead</b>	<b>Measure</b>	<b>2005 Target</b>
<b>Have a unique Cowichan United Way identity</b>				
	Develop a CUW logo	ED / Executive Committee [have a contest]	An identifiable product	By the end of 2005
<b>Encourage Member Agency use of the logo</b>				
	Communicate desire to use the logo as much as possible	ED / ES All	Have the logo on all Member Agency forms, correspondence	2005 -80% 2006 – 90%
<b>Encourage Community Access to the Website</b>				
	Improve the website so it is seen as a communication tool, newsletter, source of information, showcase, etc	Ed / Board [find a volunteer]	Number of hits	2005 – establish baseline 2006 – increase by 20%
<b>Develop Community Events for the public</b>				
	Have joint fundraising events with the Member Agencies	ED/ES	Track the number of events conducted by quarter.	2005 – establish baseline 2006 – increase by 25%
<b>Comprehensive Marketing</b>				
	Begin the process to adopt a Marketing plan [could use an MPA student]	Board/ Volunteer	Adopt a Plan	2005 – begin process 2006 – adopt Plan

**Appendix 6 - Summary of Objectives by Type of Measure and Summary of Objectives by Perspective**

<u>Type of Measure</u>	<b>Objectives</b>
Input	Increase Agency Allocations [fundraising]
Input	Increase Agency Allocations [number of Agencies]
Input	Ensure per capita giving statistics are in line with status quo
Input	Growth and Development of the endowment fund
Input	Increase Fundraising
Outcome	Enhance Member Agency satisfaction
Outcome	Develop excellence in governance practices
Outcome	Encourage Financial Transparency
Outcome	Commit to efficient day-to-day operations
Outcome	Enhance and Improve Partnerships / Sponsors
Output	Support attendance at community development tables
Output	Develop community events for the public.
Output	Recognize Board, Staff and volunteers
Output	Support making giving easier
Output	Improve Investments
Output	Have a unique CUW identity
Output	Encourage Member Agency use of the logo
Output	Encourage Community Access to the Website
Output	Comprehensive Marketing

<u>Type of Measure</u>	<b>Objectives</b>	<b>BSC Perspective</b>
Input	Increase Agency Allocations [fundraising]	Consumer
Output	Support attendance at community development tables	Consumer
Input	Increase Agency Allocations [number of Agencies]	Consumer
Outcome	Enhance Member Agency satisfaction	Consumer
Input	Increase Fundraising	Financial
Input	Ensure per capita giving statistics are in line with status quo	Financial
Input	Growth and Development of the endowment fund	Financial
Output	Improve Investments	Financial
Outcome	Encourage Financial Transparency	IBP*
Outcome	Enhance and Improve Partnerships / Sponsors	IBP
Output	Have a unique CUW identity	IBP
Output	Encourage Member Agency use of the logo	IBP
Output	Comprehensive Marketing	IBP
Outcome	Develop excellence in governance practices	L/G *
Outcome	Commit to efficient day-to-day operations	LG
Output	Recognize Board, Staff and volunteers	LG
Output	Develop community events for the public.	Supplier
Output	Support making giving easier	Supplier
Output	Encourage Community Access to the Website	Supplier

IBP – Internal Business Process    LG - Learning and Growth

### Appendix 7 – Objectives by Responsibility [Lead Committee]

Lead Committee	Objective
All	Increase Agency Allocations – Member Agencies Enhance and improve sponsors/partners Encourage use of the logo by Member Agencies
Board/ Executive	Increase Member Agency Satisfaction Encourage community access to the website Comprehensive Marketing plan Support attendance at community development tables Unique Cowichan United Way logo
Campaign	Increase Agency Allocations-fundraising Support making giving easier Increase per capita giving statistics Increase fundraising
Allocations	Encourage Financial transparency
Board Development	Recognize Board, Staff and Volunteers
Finance	Growth and development of the endowment fund Improve investments
President	Develop Excellence in governance practices Commit to efficient day-to-day operations
Executive Secretary	Encourage use of the logo by member agencies Develop community events Enhance Member Agency satisfaction
Executive Director	Coordinator

## Appendix 8 – UWCC and CUW Mission, Aspirations, Values

**MISSION** - To improve lives and build community by engaging individuals and mobilizing collective action.

### **ASPIRATIONS**

To do this, we *aspire* to:

- Energize and inspire people to make a difference
- Provide meaningful opportunities for individuals to realise their potential by demonstrating volunteer leadership in service to community
  - Reflect the diversity of the communities we serve
- Craft human care agendas within and across our communities
  - Build coalitions around agendas
- Increase investments in agendas by expanding and diversifying our own resource development and fundraising efforts and supporting those of others
  - Ensure investments have recognizable impact
- Strengthen the UW-C Movement, building on individual and collective strengths and abilities of autonomous, local UW-Cs.

### **VALUES**

Our values are to:

- Embrace diversity.
- Provide non-partisan leadership in social change.
- Endorse innovation, partnerships and collective action
- Respect community wisdom and encourage citizen involvement
- Encourage and promote volunteerism and volunteer leadership
- Demonstrate trust, integrity, transparency, inclusivity and respect

**CUW VISION STATEMENT** - As the organization of choice, Cowichan United Way is effective in supporting community goals and needs.

### **CUW SLOGAN –**

VISION, ACTION. IMPACT. Your Community...Your United Way!

## Appendix 9 – UWCC Moving Forward Priorities

### Goal – Achieve Community Impact Through Community Building

1. Community Building
2. Governance and Operations
3. Resource Development
4. Public Policy
5. Human Resources
6. Image/Brand

<u>Priority</u>	<u>Strategies</u>
1. Community Bldg	<ul style="list-style-type: none"> <li>• Build movement wide capacity</li> <li>• Create new/enhance existing partnerships</li> <li>• Connect national, regional and local community building programs</li> </ul>
2. Governance and Operations	<ul style="list-style-type: none"> <li>• Enhance efficiency of UW-C movement operations</li> <li>• Strengthen criteria and standards of UW-C membership and operation</li> <li>• Strengthen financial reporting, transparency and accountability practices</li> <li>• Strengthen regional model</li> <li>• Assess and expand current UW-C movement reach and capacity</li> </ul>
3. Resource Development	<ul style="list-style-type: none"> <li>• Strengthen movement wide approaches to key campaigns/accounts</li> <li>• Strengthen and enhance current resource development capacity</li> <li>• Develop comprehensive multifaceted resource development strategy</li> </ul>
4. Public Policy	<ul style="list-style-type: none"> <li>• Build awareness, understanding and commitment to public policy</li> <li>• Build capacity for public policy</li> <li>• Provide non-partisan leadership in social change</li> </ul>
5. Human Resources	<ul style="list-style-type: none"> <li>• Develop comprehensive learning strategies for staff and volunteer development</li> <li>• Build movement wide human resource management capacity</li> <li>• Review and modernize HR practices and policies</li> </ul>
6. Image / Branding	<ul style="list-style-type: none"> <li>• Increase understanding of brand recognition</li> <li>• Reposition and promote the brand</li> <li>• Protect the brand</li> </ul>

\* Each Strategy has a series of Initiatives outlined in the Strategic Plan.

## Appendix 10 – UWCC Operational Priorities

### Operational Priorities:

1. Communications
2. Human Resources
3. Finance
4. Operating Practices
5. Technology

<u>Priorities:</u>	<u>Strategies:</u>
<p><b>1. <u>Communications</u></b> Increase communication effectiveness</p>	<ul style="list-style-type: none"> <li>○ Clarify and communicate direction, accountabilities, roles and responsibilities</li> <li>○ Improve information storage</li> <li>○ Create regular formal and informal opportunities for sharing.</li> <li>○ Develop new internal approaches</li> <li>○ Develop an external communication strategy (i.e. for communication between UWC-CC and the Movement)</li> </ul>
<p><b>2. <u>Human Resources</u></b> Develop a model state-of-the-art HR management practices</p>	<ul style="list-style-type: none"> <li>○ Modernize UWC-CC HR practices</li> <li>○ Identify and fill resource gaps in terms of skills, abilities and experience.</li> <li>○ <b>Develop a performance management approach</b></li> </ul>
<p><b>3. <u>Finance</u></b> Continue to improve financial management practices</p>	<ul style="list-style-type: none"> <li>○ Enhance and diversify financial resources</li> <li>○ Provide clear budgets.</li> <li>○ Seek solutions to cash flow issues.</li> <li>○ Modernize financial practices/policie</li> </ul>
<p><b>4. <u>Operating practices</u></b> Create an efficient, effective operation</p>	<ul style="list-style-type: none"> <li>○ Develop a management schedule based on the Movement's operating model.</li> <li>○ Translation</li> <li>○ Office environment</li> <li>○ Office Procedures</li> <li>○ Regional model</li> </ul>
<p><b>5. <u>Technology</u></b> Provide leadership on the effective use of technology to manage and communicate information and knowledge</p>	<ul style="list-style-type: none"> <li>○ Create interactive tools to collect and share information</li> <li>○ Improve accessibility to information</li> <li>○ Improve UWC-CC business process and information flow</li> <li>○ Improve effective use of technology</li> </ul>

\* Each has a set of initiatives outlined in the Strategic Plan.

## **Appendix 11 – CUW Goals**

### **The Five Cowichan United Way Goals/Achievements:**

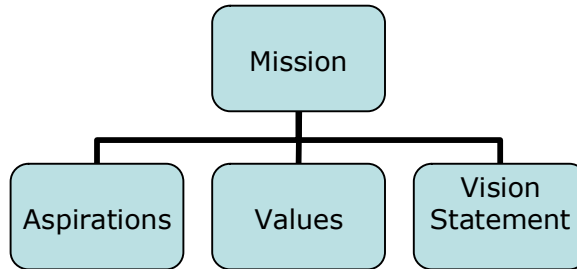
1. to raise enough money to support member agencies and to explore options to meet other emerging community needs
2. to be transparent, accountable and fair
3. to be partners in organization and community development
4. to have a year round presence
5. to ensure financial sustainability of Cowichan United Way



## Appendix 12 – Member Agency Allocations List

<u>Member Agency</u>	<u>2004</u>
BC Epilepsy	\$ 2 000
BC Paraplegic Assoc	2 300
Big Brothers and Sisters	10 315
Canadian Arthritis Society	2 100
CNIB	2 025
Canadian Red Cross	2 400
Cowichan Family Life	30 630
Cowichan Food Connection	2 000
Cowichan Hospice Society	11 703
Cowichan Lake Community Service	10 135
Cowichan Seniors Advisory Society	10 000
Cowichan Association for Community Living	31 392
Cowichan Valley Basket Society	5 120
Volunteer Cowichan	13 100
Island Deaf and Hard of Hearing Centre	2 000
John Howard Society	8 000
Cowichan Independent Living Resource Centre	2 000
Community Options Society	11 300
Parent Support Services	3 000
St John Ambulance	2 000
Vancouver Island Multiple Sclerosis Society	<u>10 760</u>
	<b><u>\$174 280</u></b>

**Appendix 13 – Preliminary Strategy Map**



<p><b><u>Moving Forward Priorities - UWCC</u></b></p> <ol style="list-style-type: none"> <li>1. Community Building</li> <li>2. Governance and Operations</li> <li>3. Resource Development</li> <li>4. Public Policy</li> <li>5. Human Resources</li> <li>6. Image/Brand</li> </ol>	<p><b><u>Operational Priorities - UWCC</u></b></p> <ol style="list-style-type: none"> <li>1. Communications</li> <li>2. Human Resources</li> <li>3. Finance</li> <li>4. Operating Practices</li> <li>5. Technology</li> </ol>
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The above, plus issues unique to the Cowichan United Way were then clarified and classified into the following summary:

<b><u>IDENTIFIED COWICHAN UNITED WAY ISSUES / PRIORITIES</u></b>				
<b><u>ED Report</u></b>	<b><u>Finance Committee</u></b>	<b><u>President's Report</u></b>	<b><u>Agency/Community Relations Cttee</u></b>	<b><u>Allocations Committee</u></b>
Raise enough money	Transition	Transition	Partners	Application process
Transparent and Fair	Internal processes	Social Planning	Support agency needs	Guidelines
Partnerships and sponsors	Endowment	Success by Six	Relationship with community	Competing demands
Year round presence	Campaign	Fundraising	Appreciation event	
Financial sustainability	Expenses	Implementation of UWCC policies	Estate Planning	<b><u>Miscellaneous:</u></b>
Community Development	Agency allocations	Transparency, Accountability	Social Planning Cowichan	Efficient use of community resources
Community tool kit			Information referral	Constitution and bylaws
Estate planning			Success by Six	
Appreciation event			Year Round presence	

And then categorized, again, by perspective:

▼

Consumer	Supplier	Internal Process (Operations)	Learning and Growth (Internal Infrastructure)	Financial Resources
	* Partnerships and Sponsorships	* Transition * Social Planning * Internal Business Process * Campaign * Fundraising * Agency Allocations * Financial Sustainability * Constitution and Bylaws * Efficient use of community resources * Application Process * Guidelines * Competing Demands [efficiency/effectiveness] * Implementation of UWCC policies	* Year Round Presence * Financial Sustainability * Appreciation Event * Community Development * Social Planning * Community Tool Kit * Estate Planning * Endowment * Information Referral * Success by Six * Relationship with Community * Support agency needs	* Transparency & Accountability * Expenses * Transparent and Fair

▼  
These were then categorized into the following initial set of priorities:  
▼

- |  |
|--|
| <p><b><u>Cowichan United Way Priorities (7 or 8):</u></b></p> <ol style="list-style-type: none"> <li>1. Transition</li> <li>2. Transparency and Accountability</li> <li>3. Partnerships / Sponsorships</li> <li>4. Social Planning / Community Development</li> <li>5. Year Round Presence</li> <li>6. Financial Sustainability [Campaign / Endowment Fund / Donations / Estate Planning]</li> <li>7. Internal Business Process</li> </ol> |
|--|

### Appendix 14 – Revised Strategy Map

The strategy map is a graphic depiction of the CUW strategy. It aids the user to see how the various objectives are linked together to achieve the CUW vision. Financial objectives support the internal business objectives, which support the learning and growth objectives, which supports the supplier objectives, which support the consumer objectives, which then achieves the vision. The strategy map includes 19 objectives, each of which address one or more of the five perspectives and each of which are linked to one or more of the strategic themes.

**Vision – As the organization of choice, Cowichan United Way is effective in supporting community goals and needs.**



**Strategic Themes:**

Transition	Community Development	Internal Infrastructure	\$\$	Year round presence
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Consumer

--	--	--	--	--



Supplier

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Learning and Growth

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Internal Business Process

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Financial

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## Appendix 15 – Interview Introduction Letter

Dear Board Members:

As Sheryl mentioned at the Jan 25, 2005 Board meeting, I am ready to begin the interview portion of my research for the Balanced Scorecard Project for the Cowichan United Way.

The first part of this research will be a one-on-one interview with each of the Board members. The second part of the research will involve focus groups with the agency members and Sheryl and I are still finalizing that process.

I will ask a standard set of questions, to which of course there is no wrong answer. It is anticipated that each interview will take +/- ½ hour.

Due to the fact that I work in Parksville during the week, I can either do the interview over the phone in the evenings or on my lunch break OR on the weekend in person. The choice will be up to you and we can work that out once I contact you to set up the appointment. Alternatively, you can let me know your preference and time schedule by response to this email.

We have a bit of administrative paperwork to do as part of the ethical review requirements established by UVIC for any type of research associated with the university. I have attached the consent form and have also cut and pasted it into this email. For the interviews over the phone you can agree to sign it and fax or deliver it to Carol at the office OR for interviews in person, we can sign it at the time. I apologize for the formality, but it is the nature of the beast. Feel free to ask me any questions or clarify any of this at any time before, during or after the interview!

To refresh your memory.....This research report [similar to a thesis] is my final requirement to graduate from the Master of Public Administration department at UVIC.

The goal of the research report is to produce a Balanced Scorecard for the Cowichan United Way. The Balanced Scorecard is an innovative performance measurement tool that links the Moving Forward Together Strategic Plan and the associated mission, aspirations, values, priorities and strategies, along with the Cowichan United Way Vision statement and Slogan TO actions taken by the Board and Executive Director. The Balanced Scorecard will help to measure this progress and to ensure that actions taken are in line with the goals and objectives.

Thanks in advance for your cooperation and I look forward to talking with each of you.

During the day, I work in the Planning Department at the City of Parksville [250 954 4673] - some of you may remember me from my days in the Planning Department at the CVRD. Monday to Thursday I stay in Parksville, evening phone 250 248 6178. Friday afternoon to Sunday night I am at my home in North Cowichan [250 701 1238]. My work email is [cwirsz@city.parksville.bc.ca](mailto:cwirsz@city.parksville.bc.ca) and my home email is [cawirsz@telus.net](mailto:cawirsz@telus.net).

Cheers,  
Cheryl

Here is the consent form:

My name is Cheryl Wirsz and I am a student in the School of Public Administration at the University of Victoria. Part of earning my Master of Public Administration degree is completion of a Management Report regarding a topic we have studied. I have chosen to do my Management Report for the Cowichan United Way [CUW]. .....

## Appendix 16 – Focus Group Invitation Letter

Dear Agency Member:

Hello, my name is Cheryl Wirsz and I am a graduate student in the Master of Public Administration program at UVIC. I am doing a Research Report for the Cowichan United Way on the topic of performance measurement. Part of the research involves interviews and focus groups.

Your agency is being invited to be involved in part of the research, which will involve focus groups with the agency members. The purpose of this letter is to introduce myself and the topic and indicate that I will be contacting you in order to schedule attendance by a representative of your agency at an upcoming focus group.

I will ask a standard set of questions, to which of course there is no wrong answer. It is anticipated that the focus group will take +/- ½ ~ 1 hour.

We have some administrative paperwork to do as part of the ethical review requirements established by UVIC for any type of research associated with the university. I have attached the consent form and have also cut and pasted it into this email. I will gather the forms at the start of the focus group. I apologize for the formality, but it is the nature of the beast. Feel free to ask me any questions or clarify any of this at any time before, during or after the interview!

This research report [similar to a thesis] is my final requirement to graduate from the Master of Public Administration department at UVIC. The goal of the research report is to produce a Balanced Scorecard for the Cowichan United Way. The Balanced Scorecard is an innovative performance measurement tool that links the [Moving Forward Together Strategic Plan](#) and the associated mission, aspirations, values, priorities and strategies, along with the Cowichan United Way Vision statement and Slogan TO actions taken by the Board and Executive Director. The Balanced Scorecard will help to measure this progress and to ensure that actions taken are in line with the goals and objectives.

Thanks in advance for your cooperation and I look forward to talking with each of you. During the day, I work in the Planning Department at the City of Parksville [250 954 4673] - some of you may remember me from my days in the Planning Department at the CVRD. Monday to Thursday I stay in Parksville, evening phone 250 248 6178. Friday afternoon to Monday morning I am at my home in North Cowichan [250 701 1238]. My work email is [cwirsz@city.parksville.bc.ca](mailto:cwirsz@city.parksville.bc.ca) and my home email is [cawirsz@telus.net](mailto:cawirsz@telus.net).

Cheers,

Cheryl Wirsz

Here is the consent form:

My name is Cheryl Wirsz and I am a student in the School of Public Administration at the University of Victoria. Part of earning my Master of Public Administration degree is completion of a Management Report regarding a topic we have studied. I have chosen to do my Management Report for the Cowichan United Way [CUW].....

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## **Appendix 17 - Instruments**

### **Interview Questionnaire:**

1. What, in your opinion, are the top issues for the Cowichan United Way?
2. How would you recommend implementing them?
3. How would you recommend measuring them?
4. Priority 1 – Community Building?
  - a. What do you think has worked well in terms of accomplishing priority 1?
  - b. What do you think has not worked well?
  - c. How can the CUW measure this?
5. Priority 2 – Governance and Operations?
  - a. What do you think has worked well in terms of accomplishing priority 2?
  - b. What do you think has not worked well?
  - c. How can the CUW measure this?
6. Priority 3 – Resource Development?
  - a. What do you think has worked well in terms of accomplishing priority 3?
  - b. What do you think has not worked well?
  - c. How can the CUW measure this?
7. Priority 4 – Public Policy?
  - a. What do you think has worked well in terms of accomplishing priority 4?
  - b. What do you think has not worked well?
  - c. How can the CUW measure this?
8. Priority 5 – Human Resources?
  - a. What do you think has worked well in terms of accomplishing priority 5?
  - b. What do you think has not worked well?
  - c. How can the CUW measure this?
9. Priority 6 – Image/Brand?
  - a. What do you think has worked well in terms of accomplishing priority 6?
  - b. What do you think has not worked well?
  - c. How can the CUW measure this?

### **Focus Group Questions**

1. What is the CUW doing well?
2. What is the CUW not doing well?
3. What would you like to see the CUW do?
4. What should the CUW not be doing?
5. How should the CUW measure success?

## Appendix 18 – Consent Letter

My name is Cheryl Wirsz and I am a student in the School of Public Administration at the University of Victoria. Part of earning my Master of Public Administration degree is completion of a Management Report regarding a topic we have studied. I have chosen to do my Management Report for the Cowichan United Way [CUW]. The report will create a Balanced Scorecard for the CUW that can be used by the Board and Executive Director to measure its progress in attaining the goals, objectives, priorities and strategies outlined in the Moving Forward Together Strategic Plan [2004-2006]. You may contact me at any time by one of the following methods:

- Leave a message with the Executive Secretary at the Cowichan United Way
- Telephone me at 250 248 6178 / Email me at cawirsz@telus.net

This research is being conducted under the supervision of Dr. Bart Cunningham at UVIC. You may contact Dr Cunningham at 250 721 8059.

Part of my research in completing this report involves interviewing people associated with the Cowichan United Way in order to determine awareness of the goals, how the CUW is working towards attaining these goals, how better to accomplish this and, most importantly, how to measure this progress. Research of this type is important because it will enable the Board and Executive Director of the CUW with tools to assess its progress toward achieving the goals and objectives articulated in the Strategic Plan.

You are being asked to participate in this research project because of your association with the Cowichan United Way. Your input is extremely valuable to the CUW and to the researcher in the development of a Balanced Scorecard for the CUW. If you agree to voluntarily participate in this research, your participation will include a one-time interview in person or over the telephone / or attendance at a Focus Group. The only inconvenience associated with participating in this research project will be the time commitment. There are no known risks or anticipated risks to you by participating in this research. The potential benefits could include an increase in your understanding of the CUW goals and therefore, your ability to further contribute to these goals.

Your participation in this research must be completely voluntary. It is necessary to obtain your consent and approval to be a part of the research process and to be sure that you clearly understand the impacts, benefits and risks of your participation in this research.

1. It is a confidential process. Any information that you provide may be included in the final report but will not be attributed to you.
2. Due to the small sample size, one may be able to 'guess' who said what and complete anonymity cannot be guaranteed. All attempts will be made to ensure the confidentiality of the information provided so as to not associate your identity with the information you may provide during the interview process, however at anytime you may request to withdraw from the interview.
3. If you choose to withdraw you would have two options:
  - a. Your information will be destroyed and will not be used at all in the final report
  - b. Your information would still remain confidential and could still be used in the final report. Your consent would be required to do so.

Your confidentiality and the confidentiality of the data will be protected. All the data collected will be held by myself in a secure place in my home and on my password protected personal computer. No other person will have access to the raw data and no personal identifiers will be attributed to the information collected either at the interview or after the interview. Data from the study will be destroyed [shredded] by the researcher at the completion of the Management Report [final approval of the report by Dr Cunningham and the CUW]. It is anticipated that the results of this study will be presented to the CUW. The final report will be available to other students and faculty of the School of Public Administration at the University of Victoria. In addition to being able to contact the researcher and the supervisor, you may verify the ethical approval of this study, or raise any concerns you might have, by contacting the Associate Vice-President, Research at UVIC at 250 472 4545].

Your signature below indicates that you understand the above conditions of participation in this research project and that you have had the opportunity to have your questions answered by the researcher. You also understand that you may continue to ask any questions about this research project throughout the interview and anytime after its completion.

## Appendix 19 – Interview Raw Data [Qualitative]

<b>#1 – What, in your opinion, are the top issues for the Cowichan United Way?</b>
Clarity on the role of community development in the UW movement. Financial stability. Ability to fund Agencies at the level they want to. Develop fundraising skills. Transition Operating infrastructure.
Balancing operating costs against allocations Expectations that all donations go to the Agencies Transition – national policy Fundraising Community involvement The need to understand that money is needed to explore the policy change. Reacting to downloading
Fundraising Competition Success x 6
Fair
Expanding donor base Working in cooperation with agencies Developing a longer term strategic plan transition
Being viewed as a fundraising body [our traditional role] Being leaders in the non-profit sector and for the agencies Be there for the long run to uphold national standards Financial sustainability
Raising money for agencies Community building
Service to the community Fundraising Improve the quality of life for residents in the valley.
Transition Increasing campaign Year round presence
<b>#2 – How would you recommend implementing your top issues?</b>
A step by step process for transition. Clarify and update roles of Board and ED More money Building efficiencies into the system Using technology Using volunteers, Recruiting volunteers Using grant money Look beyond the immediate Have new constitution, bylaws and policies. Bring the Board up to speed [new/old, philosophy]
Doing strategic planning Changing attitude of existing board Catch up to the bigger cities
To carry on as we have been
allocations
Re-do constitution Re-do bylaws Look at long term goals Expand donor base Direct withdrawal for paycheque donations Build relationships [with corporations, employee campaigns]

Maintaining relationships Extra staff
Strong campaign and campaign team to attract donations Board & ED to be leaders and have value added skills Decide what type of board we are Have a long term financial plan Be stable funders for our agencies
Campaign Implementing the role of the ED in community building
Fundraising Working hand-in-hand with non-profits that specialize in needs of others
Board development day Increase employee campaigns More events
<b>#3 – How would you recommend measuring your top issues?</b>
Fundraising data Costs Investments Measure capacity building. Measure Agency deliverables
Agm reports Showing the change in focus Show where operating funds are going Measure consistency Sustainable income and measures Keep costs down
Campaign results [against last year] Compete with lesser dollars
Expand donors [more diverse] Get more people giving Have a strategic plan Track employee expectations Track employee output/outcomes
Campaign results and targets in numeric values Statistics on per capita giving – increase our level Attendance rates at seminars and forums Evaluation of Agencies [rank/rate] Agency feedback form Financial statements [develop key ratios and adhere to ie net assets, surplus, distribution of x% of donations]
Amount of money Feedback from community and other non-profits Step back and assess what we have done Assess our shifting goals Assess partnerships
By keeping in touch with agencies as to their programs and their client outcomes
Count Have full time staff for fundraising
<b>#4 A – What has the CUW done will in terms of accomplishing Priority 1 – Community Building?</b>
Leadership with Success By 6 Relationship building with lead agencies Reaching out to new communities Agency cooperation in allocations process Social planning Part of the community
Board development workshops Success x 6
Worked well with member agencies Success x 6

Get out in the community Good connections
Success x 6 Long term development and commitment Good new Board, better board, board composition Need to understand what is community development
Need more staff Success x 6 Social planning
Function of raising money which builds contacts Develop, build and maintain contacts Improve fund allocations Fair and transparent allocation process More active presence in the community Fundraising events [ie ball hockey tournaments] Community and social planning participation Help out our partners Success x 6
Visions 2020 Success x 6 Indirect involvement through our agencies
Building relationships Sitting on committees
<b>#4 B – What has not worked well in terms of accomplishing Priority 1 – Community Building?</b>
Limited resources [esp time] Full participation Ambivalence with community building role Resource allocation Social planning
Dealing with downloading Communication with others Duplication of work Social planning – it has a 20 yr time-frame
We need to start doing it Need to network
A slow process Need internal education
It is a lower priority than campaign We struggle a bit Disagreements as to how much money we should give away Disagreements as to how much we should be involved Takes away from our core objectives Fundraising for success x 6 detracts from campaign Downloading Success x 6 – are we in or out, the agenda is set by outsiders
Not enough time Community building has impacted other responsibilities
<b>#4 C – How can the CUW measure community building?</b>
Participation in community activities Participation on community committees
Measure applications for funding Measure the evolution [how we got here and how we get there] Assess involvement Tv and radio programs Computer [ie website]
Success x 6
It is more than money coming in and money going out.

Success x 6
Contributions and re-allocations
See #3
An increase in requests for our presence
<b>#5 A – What has the CUW done will in terms of accomplishing Priority 2 – Governance and Operations?</b>
Internal review Debate about how to operate Role clarification [staff and board] Strong building blocks from the past Excellent Treasurer Transition is going well Hiring the new ED Campaign and fundraising Interaction with community Very conservative with admin fees
We have great finances We have a good Treasurer We do forensic audits Good budget process Better operations budget
Defining how we operate Looking at board structure Having workshops Firming up roles and operations Operation is more defined, ie use Robert's Rules of order
Going from an operations to a policy board
Have a clear constitution and bylaws Have a strategic plan Board retreats
Board members are experienced Good planning sessions Transition – what type of board are we or do we want to be?
It works well We maintain a viable organization
We are more transparent in our operations We are conscious of what happens with our donor dollars We are responsible to our donors for every dollar spent
Starting a board committee
<b>#5 B – What has not worked well in terms of accomplishing Priority 2 – Governance and Operations?</b>
Very slow Very small organization Need sustainability Staffing is based on financial reasoning
Public perception of where the operating money goes
Slow, but on the right track
Need focus at the board Get off the agenda and on to tangents Need to stick to agenda so we can conduct the business on the agenda Circulate the minutes as soon as possible after the meeting or committee meeting Circulate the agenda as early as possible before the meeting Circulate pre-reading material before the meeting Better and advanced preparation for the meetings
Slow in revising our bylaws to match our new goals
Not enough time
<b>#5 C – How can the CUW measure governance and operations?</b>
Board – consensus vs compromise

<p>Confirm understanding of roles Financial reports Operation infrastructure Increase infrastructure [staff, resources]</p>
<p>Smoothness of board meetings, conciseness of board meetings Length, type of agendas</p>
<p>Measure money Assess headlines Audits</p>
<p>Adopt bylaws</p>
<p>Board review [honest review of the conduct of the meetings]</p>
<p>Accountable to members Voting at the AGM Assess membership happiness Assess board member happiness Retention of board members [lower the turnover rate]</p>
<p>Change reflected in the board minutes</p>
<p><b>#6 A – What has the CUW done well in terms of accomplishing Priority 3 – Resource Development?</b></p>
<p>Campaign Budget management ED &amp; ES staff Creative grants [HRDC] Synergy working with other organizations Very committed to do lots with less.</p>
<p>Translation of the books to policy Transitional policy change is on its way Volunteers ED finds volunteers Board finds new board members</p>
<p>Hired a campaign manager Had part time campaign help</p>
<p>Doing well for a small organization</p>
<p>Increased access to donors Financial security</p>
<p>Invested in ED and Campaign Coordinator roles full time Helps to increase funding and allow a focus on community building We do well at getting our people in place</p>
<p>Having staff</p>
<p><b>#6 B – What has not worked well in terms of accomplishing Priority 3-Resource Development?</b></p>
<p>Need to get a handle on all of the paperwork Educate board members Competition Address our niche Dealing with external factors 9/11, tsunam</p>
<p>Lack of volunteers &amp; volunteer continuity Loss of knowledge Disconnect with new board Reinventing the wheel</p>
<p>Uncertainty over staffing</p>
<p><b>#6 C – How can the CUW measure resource development?</b></p>
<p>Measure funds Good budget process Volunteer levels and satisfaction Money [campaign and connections in the community Sustainable donors [maintenance and growth] Operations – capitalize on what else is out in the community</p>

Measure board awareness levels
Need to know what we are doing and to keep track
Need more volunteers
Need more knowledge in the community
Show what we did before and what we do now to show the improvement
Measure increase/decrease in dollars
Expanded campaign
Retention of volunteers and staff
Dollars and donations in kind
<b>#7 A – What has the CUW done will in terms of accomplishing Priority 4 – Public Policy?</b>
Success x 6
High levels of awareness with ex-Council members
Networking with local government
Previous ED went to work for the Federal government
Dealing with downloading
Success x 6
Do not know
Social planning Cowichan
Good board connections
Good relationship building, good networking
Have good leverage in our strategic process
We are well branded
There is a clear understanding of who we are and our fundraising
Policy and bylaws
It is not our priority
We do not have time for public policy
Stayed out of it!!!!
It is not our mandate.
We are reviewing our policies
Privacy Act
Donor choice
More transparency now
More in tune with the public and donations now
Relationship building
<b>#7 B – What has not worked well in terms of accomplishing Priority 4 – Public Policy?</b>
Low profile with province
Mitigating impacts of provincial policy changes
Downloading
No formal role to submit to province
Do not see flow through of the money, it ends when we give it away
Agency service delivery, are they sustainable
Tighten up allocations [improve process]
More research/awareness
Dealing with downloading
Do not know
Community development
Not so far
Not involved in politics
<b>#7 C – How can the CUW measure public policy?</b>
More FTE's
What does the valley need, do we need it?
Do not know
Not easy to measure
Reputation, know where we stand and that it is written down
Changes in how staff time is utilized

<b>#8 A – What has the CUW done will in terms of accomplishing Priority 5 – Human Resources?</b>
Managed the ED transition
Increased staffing levels Office is open year round Have a campaign aid Use gov resources for extra staff [hrdc] Doing better with role of Board and ED
Hired a new ED Developing new policy so less adhoc Developing conditions of employment [hrs of work, conditions, benefits, vacation]
Capable staff Creative with part time assistance Leveraging federal programs Good bunch of people
Confident with our staff Develop a staff evaluation tool Measurable outcomes Establish priorities
Have an HR committee Old system was hourly/new system is salary Very clear and easy to set priorities Have a draft document for the ED priorities We are moving towards setting better direction for our ED
Same as Resource development
Have an HR committee Creating a new policy that is more up to date for the 21 <sup>st</sup> century
Job descriptions HR committee Implementing new procedures
<b>#8 B – What has not worked well in terms of accomplishing Priority 5 - Human Resources?</b>
Clarifying role of ED & ES Growing with the staff Building structure to deal with changes in staffing Routines in place to weather change
Complying with UWCC policies, transition Too much for staff to do Moving too fast, vision is too demanding, we need to set realistic goals for the future
More volunteers
Volunteer retention Volunteer rewards and recognition Staff recognition
Performance reviews The volunteer Board needs to direct the ED in a formal manner Could be improved
<b>#8 C – How can the CUW measure human resources?</b>
Clarify roles and codification Set up a bureaucracy
Write staff policies
# of volunteers
Staff turnover rates How to measure successful relationships
Increased Volunteer satisfaction Staff recognition Outcomes that are clear and recognizable for staff
Clearly layed out annual goals A review process for the staff

Number of volunteers
<b>#9 A – What has the CUW done well in terms of accomplishing Priority 6 – Image/Brand?</b>
Live up to image Responsible with fundraising and allocations Raising community awareness Good sponsors {Norske, Arbutus Ridge} Community expectations of the role of the CUW Major industry and business support Campaign went well
autonomy
Well known in the community Enhanced by Success x 6
Branding is good
We are well branded We are blessed with a good advertising agency & puzzle concept
We are well recognized
We get our name out there much better We have great campaign support We have a great marketing campaign We have great published materials This flows from the community building
Improved PR in the Cowichan region We get the CUW out into the public to be recognized We are very conscious of how we represent the brand We follow uwcc guidelines
Have a very strong policy from UWCC
<b>#9 B – What has not worked well in terms of accomplishing Priority 6 – Image / Brand?</b>
Better internal understanding of the philosophy Working with the UWCC brand transition process
Dealing with UWCC, complying with Go to regional workshops Educating UWCC about big city / small city UW's We do not want to be a branch plant Computerizing operations in Vanc
Dealing with UWCC brand report
Concerns about the future
UWCC confuses us, we need to understand it
Once there was a bad promotion – very isolated event
The odd glitch, nothing major
The process of changing branding
<b>#9 C – How can the CUW measure Image/Brand?</b>
Campaign results
Year round presence Uniquely Cowichan Education and communication
No.
Separate the issue from the UWCC
We are losing our advertising agency Position in the newspaper General public knowledge Agency use of our logo on their letterhead
Use it as much as possible Articles in the paper Public fundraising events
We see it twice weekly in the local newspaper See what is happening in the local papers [with us and with the agencies] See who is accountable

## Appendix 20 – Interview Summary Data [Quantitative]

Q1 - Number	Responses to What are the top issues for the CWU?
6	Fundraising
5	Role of community development
4	Transition
3	Financial stability
2	Operating infrastructure
2	Expectation that all donations go to the agencies
1	Fund agencies
1	Working in cooperation with agencies
1	Balancing operating costs against allocations
1	Provincial policy
1	Success By 6
1	Competition
1	Fair
1	Strategic planning
1	Improve quality of life
1	Year Round presence

Q2 - Number	Responses to How would you recommend implementing them?
6	More money/campaign/fundraising/grants
4	Bring Board up to speed / on board
3	Role of board and ED
3	Long term planning
2	Agency allocations
2	Build / maintain relationships
1	Step by step process for transition
1	Efficiency
1	Use technology
1	Use / recruit volunteers
1	New constitution and bylaws
1	Catch up to bigger cities
1	Same as we have been
1	Direct withdrawal for paycheques
1	Extra staff
1	More events

Q3 - Number	Responses to How would you recommend measuring them?
7	Fundraising data/campaign results
3	Agency evaluation/feedback
2	Costs
2	AGM reports
1	Expand donor base
1	Statistics on per capita giving
1	Investments
1	Measure capacity building
1	Agency deliverables
1	Show change in focus
1	Track employee outcomes
1	Attendance at seminars/forums

<b>Q4a - Number</b>	<b>Responses to What has the CUW done well in terms of Priority 1 – Community Building?</b>
7	Relationships with member agencies
6	Success By 6
4	Social planning
2	Reaching out to new communities
2	Board development workshops
1	Long term planning
1	Need more staff
1	Improve funding allocations

<b>Q4b - Number</b>	<b>Responses to What has not worked well?</b>
3	Understanding community building role
3	Need internal education
3	Limited resources
2	Social planning
1	Full participation
1	Resource allocation
1	communications
1	Duplication
1	Slow

<b>Q4c - Number</b>	<b>Responses to How can the CUW measure this?</b>
2	Money in/out, contributions
2	Success By 6
2	Number of funding applications
1	Participation rates
1	Assess involvement
1	Tv and radio and newspaper
1	Computer [ie website hits]

<b>Q5a - Number</b>	<b>Responses to What has the CUW done well in terms of Priority 2 – Governance and Operations?</b>
5	Clarification of role of board and staff
4	Transition
4	Great finances/treasurer/budget/transparency
2	Internal review
1	Staffing
1	Campaign and fundraising
1	Interaction with community
1	Constitution and bylaws
1	Strategic plan

<b>Q5b - Number</b>	<b>Responses to What has not worked well?</b>
4	Very slow
1	We are small
1	Need sustainability
1	Staffing levels
1	Public perception about where money goes
1	Need Board focus
1	Need better internal structure [agendas, minutes]

<b>Q5c - Number</b>	<b>Responses to How can the CUW measure this?</b>
3	Board consensus vs compromise/understand roles
2	Financial reports
2	Length of agendas/meetings
1	Increase infrastructure
1	money
1	Assess headlines
1	Adopt bylaws
1	Agm attendance
1	Assess membership happiness
1	Board and volunteer retention

<b>Q6a - Number</b>	<b>Responses to What has the CUW done well in terms of Priority 3 – Resource Development?</b>
4	Staff
3	Campaign/donors
2	Relationship building
1	Budgets
1	volunteers
1	Moving to a policy board/transition
1	Financial security

<b>Q6b - Number</b>	<b>Responses to What has not gone well?</b>
2	Educate board
1	Competition
1	External factors
1	Get a handle on the paperwork
1	Lack of volunteers
1	Uncertainty over staffing

<b>Q6c - Number</b>	<b>Responses to How can the CUW measure this?</b>
4	Measure funds
3	Volunteer levels and satisfaction
2	Relationship building
1	Budget
1	Sustainable donors
1	Measure board awareness
1	Donations in kind

<b>Q7a - Number</b>	<b>Responses to What has the CUW done well in terms of Priority 4 – Public Policy?</b>
2	Success By 6
2	Good Board composition/network with local gov/fed gov
2	Policies and bylaws
2	Not our mandate/policy
2	Good networking, relationship building
1	Provincial policy [downloading]
1	Social planning
1	Well branded
1	Donor choice

<b>Q7b - Number</b>	<b>Responses to What has not gone well?</b>
2	Provincial policy [downloading]
2	Research/awareness
1	Low profile with province/no formal role
1	Do not see flow through of money, it ends when we give it away
1	Are agencies sustainable?
1	Improve allocations process

<b>Q7c - Number</b>	<b>Responses to How can the CUW measure this?</b>
2	FTE's
1	reputation

<b>Q8a - Number</b>	<b>Responses to What has the CUW done well in terms of Priority 5 – Human Resources?</b>
6	Staffing policy
5	Staffing levels
1	Year round presence [office open]
1	Board's role
1	HR committee

<b>Q8b - Number</b>	<b>Responses to What has not gone well?</b>
2	Clarify role of staff
2	Need more volunteers/retention
2	Need more staff
1	Staff infrastructure
1	Staff recognition

<b>Q8c - Number</b>	<b>Responses to How can the CUW measure this?</b>
2	Clarify roles
2	Number of volunteers
1	Write policies
1	Staff turnover rates
1	Volunteer satisfaction

<b>Q9a Number</b>	<b>Responses to What has the CUW done well in terms of Priority 6 – Image / Brand ?</b>
7	Raise community awareness/expectations/well known
3	Live up to image
1	Responsible
1	Good sponsors
1	Good campaign/marketing/ Good published materials

<b>Q9b - Number</b>	<b>Responses to What has not gone well?</b>
5	Understanding of UWCC philosophy
2	Minor problems in the past

<b>Q9c - Number</b>	<b>Responses How can the CUW measure this?</b>
3	Position in newspaper
1	Campaign results
1	Year round presense
1	Use of logo by agencies
1	Public events

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## **Appendix 21 – Focus Group Raw Data [Qualitative]**

### **Question 1 – What is the Cowichan United Way doing well?**

- Raising money
- Marketing
- Public awareness
- Communications with agencies
- Developing partners
- Trust
- Good email communication
- Involving Agencies in their fundraising
- Pulling us together at meetings, it is nice to participate.

### **Question 2 – What is the Cowichan United Way not doing so well?**

- Interrogation at Allocations meetings
- Telling us how to raise our money
- Making us fill out the same forms over and over, every year
- Less of a partner
- Have a very confrontational attitude
  - o Towards fundraising
  - o Towards competition times
  - o Limits to our fundraising
  - o The time frame is too long
  - o The time frame is too restrictive
  - o Fall is our best fundraising time
- Less confrontational communication
- Need clearer communication [introductions, purpose, etc]
- Autocratic now
- Improvement is needed but we appreciate them
- We miss Vern
- Growth, UW is now more into social planning
  - o This waters down the other activities
- Agencies are the root of social planning
- Success By 6
  - o Too vague
  - o Nebulous
  - o Need to articulate what it is about
  - o It is duplication, we already do it
  - o How does it enhance?
  - o Moneygrabbing
  - o Was to be use of different dollars, but using 'our' money
  - o Does it have useful outcomes?
  - o The copyright is too restrictive
  - o We need clarity
  - o What will it do for us
  - o Where is the funding source?
  - o Is it the original UW purpose/mandate – we think not.

**Question 3 – What would your Agency like to see the Cowichan United Way doing?**

- Fundraising
- Agency promotion [ie in newspaper]
- Communicate the criteria for eligibility
- Remind us of the criteria for eligibility
- Get more corporate sponsors [ie Norske]
- Point out the duplication so we are not duplicating
- Make giving easier [ie payroll deductions, one stop]
- Pool resources
- Keep giving fairly
- Consistent funding
  - o Understand the impact and importance of the funding to us
- Catalyst for social planning
  - o Get it going so it can be carried on by others
- Workshops for Agency Board Development
- Be an insurance carrier for us
  - o Lobby the government about the insurance coverage issues
- Agency Use of the logo gives us credibility
- Workshop series
- Facilitate training for us so it is more affordable
- Facilitate networking amongst the Agencies
- Coordinate networking amongst the Agencies
- Support Agency fundraising efforts
- Have more media events
- Have better communication and rationale for requests for information

**Question 4 – What shouldn't the Cowichan United Way be doing?**

- Asking us for our bylaws and constitution
- Asking us to inform them of the changes to our constitution and bylaws
- Success By 6 – is it important to the community?
  - o It is duplication and competition for dollars

**Question 5 – How could the Cowichan United Way measure success?**

- Amount of money raised
- Amount of people served
- Level of agency enthusiasm to help out in fundraising
- Getting good spokespeople
- Define success by Agency success
  - o Our success reflects well on them [measure agency contributions]
  - o People give because they know where the money is going.

## Appendix 22 – Summary of Recommended Measures by Instrument

<b>Interviews</b>	<b>Focus Groups</b>
<p>[3] Fundraising data/campaign results  Agency evaluation/feedback  Costs  AGM reports  Expand donor base  Statistics on per capita giving  Investments  Measure capacity building  Agency deliverables  Show change in focus  Track employee outcomes  Attendance at seminars/forums  [4c] Money in/out, contributions  Success By 6  Participation rates  Number of funding applications  Number of requests for CUW presence  Assess involvement  Tv and radio and newspaper  Computer [ie website hits]  [5c] Board consensus vs compromise/understand roles  Financial reports  Increase infrastructure  Length of agendas/meetings  money  Assess headlines  Adopt bylaws  Agm attendance  Assess membership happiness  Board and volunteer retention  [6c] Measure funds  Volunteer levels and satisfaction  Relationship builidng  Budget  Sustainable donors  Measure board awareness  Donations in kind  [7c] FTE's  Reputation  Changes in how staff time is used  [8c] Clarify roles  Write policies  Number of volunteers  Staff turnover rates  Volunteer satisfaction  [9c] Position in newspaper  Campaign results  Year round presence  Use of logo by agencies  Public events</p>	<ul style="list-style-type: none"> <li>• Amount of money raised</li> <li>• Amount of people served</li> <li>• Level of agency enthusiasm to help out in fundraising</li> <li>• Getting good spokespeople</li> <li>• Define success by Agency success <ul style="list-style-type: none"> <li>○ Our success reflects well on them [measure agency contributions]</li> <li>○ People give because they know where the money is going.</li> </ul> </li> </ul>

## Appendix 23 – UWCC Strategic Plan

# THE MOVING FORWARD TOGETHER STRATEGIC PLAN 2004/2006 September 2003



### EXECUTIVE SUMMARY

The *MOVING FORWARD TOGETHER* plan is the first strategic plan developed with the entire United Way - Centraide Movement in mind - all 126 local United Ways - Centraides (UWs - Cs) and the United Way of Canada - Centraide Canada (UWC - CC). It is a plan that recognizes the United Way - Centraide Movement works on several levels - local, provincial and/or regional, national and international. It also recognizes that this provides both opportunities for and challenges to the Movement. This plan seeks to find a balance between local autonomy and a Movement-wide orientation in setting out a concrete direction for the coming years.

The plan is the culmination of over two years of work by the Strategic Alignment Policy Group (SAPG) – a group established to develop a strategic framework to support the evolution of the Movement. The goal of this process was to strengthen the Movement's capacity to respond to the changing environment and to address what many UWs-Cs had come to realize during their own strategic planning exercises:

- Canada's UWs-Cs did not share a common mission;
- failure to share a mission had undermined the leadership roles they wanted to assume in their own communities;  
and
- issues of national and strategic significance can only effectively be addressed by working together Movement-wide.

*This plan has six sections:*

*How we got here:* A brief history of how we arrived at this point in our evolution as a Movement.

*Our foundation:* who we are, what we do, for whom and why we do it -- the mission, aspirations and values of the United Way - Centraide Movement and the vision, mission and operating principles of United Way of Canada - Centraide Canada, and the role of the National Board of Directors.

*Our priorities:* what we intend to focus our energies on as a Movement over the near to longer term:

1. community building,
2. governance and operations
3. resource development
4. human resources
5. public policy
6. image

This section includes a description of what we hope to achieve in each priority area and how we will measure our success.

*Our work plan:* how we intend to accomplish our goals - our strategies and initiatives to move things forward.

*UWC-CC's operational priorities:* what we will work on within the national office to strengthen our capacity to work for and on behalf of the Movement, including:

1. communications

2. human resources
3. finance
4. operating practices
5. technology

*UWC-CC's operational work plan:* how we intend to accomplish our operational goals.

This plan reflect our thoughts at a particular point in time. It is a work in progress, an evergreen document that will evolve as our environment evolves, ensuring that we remain vital, flexible and relevant..

## **INTRODUCTION**

During our abridged Annual Conference 2003, Brian Gallagher, President of the United Way of America suggested that while "location, location, location" may be the mantra of real estate brokers, "focus, focus, focus" is the mantra of the United Way - Centraide Movement. This document is an effort to bring that focus to the work of the United Way of Canada - Centraide Canada.

After significant effort spent on Strategic Alignment and adoption of the new mission, aspirations and values at the 2003 Annual General Meeting, we felt this would be an ideal opportunity to develop our strategic plan. We drew on a number of sources - the Strategic Alignment report, the results of an onsite process of the national office in January 2003, the National Board effectiveness study, individual and staff work plans, and extensive feedback from the Movement.

In creating this document, we were continuously aware of the delicate balance between local autonomy and a Movement orientation, and of the fact that this tension has the possibility to unite or divide us. Our commitment is to the former. With this in mind, our objective was to create a document for the Movement and for UWC-CC volunteers and staff that would:

- clearly set out our direction and priorities;
- describe the core functions of the UWC-CC;
- provide a framework that could help focus the collective energy and vitality of the Movement on shared priorities;
- and,
- evolve as work on our priorities progresses.

## **HOW WE GOT HERE A brief history**

The history of the United Way in Canada can be traced back to 1917 when it first took root in Montréal and Toronto. This represents the origins of fundraising in Canada as it built on existing efforts such as Community Chest, Red Feather, and the United Appeal.

The current names of "United Way" and "Centraide" were adopted in 1973 and 1975 respectively and the national office, which was originally established in 1939, became the United Way of Canada - Centraide Canada in 1974.

During the 1980s and '90s, there was increasing recognition that the ability for UWs-Cs to deliver locally was tied to their ability to collaborate beyond their geographic boundaries. UWs-Cs of all sizes and in all parts of the country began to observe and document significant changes in their operating environments. Some changes related to public policy, others to demographic and social trends, technological innovations, and economic shifts. Most UWs-Cs have already felt the effects of these changes; for example, on their fundraising results, on accountability and transparency, on their donors' attitudes and preferences, on the issues facing their communities. In developing plans to address these challenges, many local UWs-Cs realized three things:

- Canada's UWs-Cs did not share a common mission;
- failure to share a mission had undermined the leadership roles they wanted to assume in their own communities; and
- issues of national and strategic significance (like poverty and technology) can only effectively be addressed by working together Movement-wide.

Throughout this period, the recognition grew that in some instances we could accomplish more as a Movement. Efforts were made to work as a Movement and a number of collaborative projects were successfully undertaken, e.g. Rainbow. Despite this, many collaborative activities continued to be motivated by challenges (reactive) rather than opportunities (proactive). In addition, few mechanisms and incentives existed to support and encourage collaboration.

### **Strategic Alignment**

In September 2000, the UW-C Movement undertook a strategic alignment process to achieve greater coherence. Following over two years of consultation across the Movement, three streams of change were recommended in early 2003.

- *Stream one* relates to change at the local level by focussing on changes to mission, aspirations and values to reflect the new environment facing UWs-Cs.
- *Stream two* relates to Movement-wide change, examining how and on what issues the Movement can work together differently to positively affect change, address issues and take advantage of opportunities that transcend local boundaries.
- *Stream three* relates to change at the national level, specifically what change is required for UWC-CC (National Office and National Board of Directors) on issues of governance, leadership and service to members.

Work was undertaken during this time, to address some of the most pressing issues falling primarily into streams one and three identified through the strategic alignment process. Examples included:

- development of a mission, aspirations and values subsequently adopted at the 2003 Annual General Meeting;
- an effectiveness study of the National Board leading to a refreshed governance model;
- development and implementation of a report on transparency, accountability and financial reporting; and,
- restructuring of the national office.

This plan attempts to encompass what remains to be done. It moves from discussions about streams of change to priorities and strategies for action.

### **What is a Movement**

Before examining our priorities and plans of action, it may be worthwhile dedicating some space to what it means to be a Movement - to clarify concepts and expectations of what we are working toward. A shared sense of where we are going will contribute to our getting there.

A Movement is:

- a group of people who come together to create change;
- a place where people can realize their potential;
- a collective state of mind with a shared understanding of the future, a belief that it can be created rather than just experienced and a recognition that the whole is so much more than the sum of its parts; and
- a place where people share stories of success and failure to learn from one another.

In working toward building a Movement, the UWC-CC commits to:

- a leadership style that is collaborative and engaging;
- developing an operating model and planning cycle with clear opportunities for meaningful involvement by members;
- ensuring the diversity of the Movement is represented in everything we do;
- valuing and supporting UW-Cs in every community;
- reinforcing shared interests and building mutual understanding;
- equalizing knowledge by ensuring Movement-wide access; and,
- creating opportunities for sharing -- to celebrate successes, share learnings, create deeper connections

## **OUR FOUNDATIONS**

### **United Way - Centraide Movement**

In May 2003, a new mission, aspirations and values were adopted for the United Way - Centraide Movement.<sup>51</sup>

#### **MISSION**

To improve lives and build community by engaging individuals and mobilizing collective action.

## **ASPIRATIONS**

To do this, we *aspire* to:

- Energize and inspire people to make a difference
- Provide meaningful opportunities for individuals to realise their potential by demonstrating volunteer leadership in service to community
- Reflect the diversity of the communities we serve
- Craft human care agendas within and across our communities
- Build coalitions around agendas
- Increase investments in agendas by expanding and diversifying our own resource development and fundraising efforts and supporting those of others
- Ensure investments have recognizable impact
- Strengthen the UW-C Movement, building on individual and collective strengths and abilities of autonomous, local UW-Cs.

## **VALUES**

Our values are to:

- Provide non-partisan leadership in social change.
- Endorse innovation, partnerships and collective action
- Respect community wisdom and encourage citizen involvement
- Encourage and promote volunteerism and volunteer leadership
- Demonstrate trust, integrity, transparency, inclusivity and respect
- Embrace diversity.

## **United Way of Canada - Centraide Canada**

The adoption of a new mission by the Movement caused the UWC-CC to reflect on its own place within that mission. The National Board of Directors and staff of the UWC-CC have adopted the following vision and mission to guide our work on behalf of the Movement.

### **VISION**

To be Canada's most recognized, highly trusted, valued leader and partner in building caring communities.

### **MISSION**

To provide leadership, support and services that strengthen the United Way - Centraide Movement and help its members improve lives and build community.

### **OPERATING PRINCIPLES**

THE UWC-CC WILL:

- Be a champion of the Movement's interests and goals
- Provide and share leadership
- Be a bridge to federal and national partners involved in community building
- Provide a pan-Canadian perspective
- Be responsive to the Movement's needs
- Respect local autonomy, but concurrently seek ways to leverage our collective strengths

### **THE NATIONAL BOARD OF DIRECTORS**

The results of the Strategic Alignment Initiative, in particular, the recognition that certain activities should have a Movement-wide orientation, has impacted upon the role of the National Board of Directors. Previously, the Board focussed almost exclusively on matters related directly to the UWC-CC. Over the past few years, in light of continued interest in governance, the responsibility of the Board has evolved and expanded to include Movement-wide issues.

Overall, the Board of Directors for the UWC-CC has three primary roles:

#### **1. Representation**

The Board represents the UWC-CC's stakeholders. They are custodians of the public trust and are responsible for facilitating the rejuvenation of the Board through the selection of new directors.

## 2. Decision-making and leadership

- The Board affirms the mission of UWC-CC and safeguards its purpose, mandate and identity.
- In terms of strategic direction, the Board provides a vision for the future of the UWC-CC and the Movement. It helps to develop a long-term plan and approves the UWC-CC's general direction and financing, ensuring that the mission remains responsive to changes in the operating environment and organizational realities.
- The Board is the trustee of financial resources, ensuring that funds are expended for the intended purposes. It also provides stewardship in the areas of human resources and risk management.
- Finally, members of the Board of Directors for UWC-CC are ambassadors of the United Way Movement in communities across Canada.

## 3. Accountability

Accountability is one of the Board's key responsibilities, ensuring transparency, monitoring and evaluating performance and reporting to stakeholders. They are the ultimate source of accountability under the law for the performance and actions of the UWC-CC.

### OUR APPROACH

The UWC-CC has undergone significant changes in its recent history. The Strategic Alignment process, an honest assessment of our strengths and challenges, a new President, new senior staff, the introduction of a regional model and consultation with leaders across our Movement have led to a profound reflection on how the national office is organized and the assignment and division of responsibilities. Accountability is to the National Board, through and under the direction of the President.

Five functional areas have been identified:

- Strategic Management
- Regional Coordination
- Human Resources, Learning and Organizational Development
- Information Management
- Financial Management

A senior staff member has overall responsibility for each area. The organizational chart at Appendix A provides a one-page overview of the UWC-CC.

### The Regional Model

For a number of years, United Way of Canada-Centraide Canada (UWC-CC) provided support to Canada's regions through national office staff in Ottawa. In 2001, following a significant process, that included evaluation of a two-year pilot project UWC-CC established the first regional position in Québec.

In recognition of the value added by the regional position, and following a consultation with the broader United Way-Centraide Movement over the following nine months, in January 2002, UWC-CC established regional positions in Atlantic Canada, Ontario, British Columbia and the Prairies. These positions represent the delivery arm of the UWC-CC in the regions.

The UWC-CC regional support model is based on the following principles, in particular, a recognition that:

- The unique history, culture, geography, demographics, and economic and social policy contexts of Canada's regions has implications for the operation of United Ways-Centraides at the local and regional level;
- Despite these regional differences, and their autonomy at the local level, United Ways-Centraides are part of a broader movement, and wish to benefit from and contribute to this movement through information-sharing, peer-based learning, and collaboration;
- The relationship between UWC-CC and its members is based on trust, transparency, mutual respect, mutual responsibility, mutual support, sharing of capacity and expertise, and collaboration;
- By working collaboratively with, and learning from each other, United Ways-Centraides are strengthened at the local, regional and national levels;
- With appropriate support, UW-C capacity and innovation at the local and regional levels can benefit and strengthen the broader United Way-Centraide movement.

UWC-CC regional staff are mandated to:

- provide leadership, support and assistance to United Ways-Centraides in Canada's regions, in a manner that helps to strengthen their individual and collective development;
- act as a point of contact with United Way of Canada-Centraide Canada for UW-Cs in the regions;
- facilitate collaboration among UW-Cs in the regions; and

- facilitate communication between United Way of Canada-Centraide Canada and UW-Cs at the local and regional level.

In the months ahead, we will be consolidating and strengthening the regional structure to assist in the realization of our overall organizational priorities with a view to interconnecting UWs-Cs and strengthening local UW-C capacity.

#### DEFINITIONS

**Priority Lead:** Each strategic priority is led by a member of the UWC-CC management team. Their role includes: monitoring the progress being made on various initiatives, identifying linkages to other strategic priorities and working with other priority leads to ensure that cross-cutting issues are addressed. They are supported by all staff members involved in the implementation of related strategies and initiatives.

**Initiative Leads:** Each initiative is led by a UWC-CC staff member who is responsible for all aspects of the project, e.g. planning, budgeting and implementation. Each lead works with a team of people from and often beyond the UWC-CC to achieve their initiative goals.

#### A WORK IN PROGRESS

As stated earlier, this plan represents our thinking at a particular point in time. The details of the plan will continue to evolve as we move forward. However, the bones - the framework around which we have developed this plan - are what we believe will propel us forward in the right direction. We would like to hear from you about this plan and have included a feedback form for this purpose at the back

## Moving Forward Priorities

### Goal

The Movement's overall goal is to "*ACHIEVE COMMUNITY IMPACT THROUGH COMMUNITY BUILDING*".

To realize this goal, we will focus on six priorities over the next three to five years. Below is a description of each priority. In the following pages are more comprehensive plans for each priority, including strategies and initiatives for the remainder of 2003 and for 2004, and possibly beyond. This is a work in progress that will be solidified through consultation and feedback over the coming months.

#### Priorities

#### How we measure success\*

##### **Community Building**

The Movement's mission focuses on achieving community impact through community building. To realize this mission, the Movement needs to invest in its capacity to build strong, caring communities. This means investing in people, knowledge and partnerships and finding innovative, cost effective ways to measure the impact of activities on communities.

- Increased # and quality of tools to assist UWs-Cs in achieving community impact through community building.
- Increased # of UWs-Cs:
  - with community building knowledge and capacity.
  - that have initiated a community impact agenda.
- Increased # of communities with impact measures.
- Increased human and financial resources devoted to community building.
- Increased # of community impact through community building accomplishments

##### **Governance and Operations**

What affects one United Way – Centraide affects the entire Movement. The United Way – Centraide Movement currently enjoys a high level of public trust

- UWs-Cs meeting and/or exceeding transparency, accountability and financial reporting standards.

– a precious commodity. To maintain and nurture this trust, we must continue to pursue excellence in our governance practices, processes and policies, in our financial transparency, and in sound management of our day-to-day operations.

- Increased # of practices and policies modernized.
- Increased % of UWs-Cs fully adhering to membership agreement criteria.

#### Resource Development

Success in achieving community impact through community building hinges upon our ability to attract resources and strengthen partnerships. Changes in individual and corporate values, increased competition within the sector and new approaches to giving compel us to focus on how best to ensure continued growth.

- Increased % of resource growth in all UWs - Cs.
- Increased diversification of resource sources.

#### Public Policy

Communities are profoundly affected by public policy. Few are as aware of this as the UWs-Cs across Canada. The ability to identify a shared policy agenda - to focus our efforts on our priority areas - will improve our capacity to make a difference. Also, solid knowledge and evidence is required to be a credible voice at public policy tables. Once again, partnerships at all levels play a key role in achieving meaningful, lasting change.

- Increased # of opportunities to give a voice to most compelling issues.
- Increased # of successful interventions in public policy development.
- Increased % of UWs - Cs with capacity to contribute to public policy discussions.

#### Human Resources

Our strength lies in our people - Board members, volunteers, staff. Demographic shifts will increasingly place pressure upon all organizations to attract and retain talent. Achieving community impact through community building will require that our people gain new skills and abilities to meet future challenges. Criteria and standards, as well as new approaches to career management, learning and development will help us to successfully deal with these challenges.

- Increased % in employee satisfaction.
- Increased # and quality of volunteers.
- Reduced rate of employee turnover.
- Increased % in learning opportunities for board, volunteers and staff.
- 'Employer of choice' standing.

#### Image/Brand

The United Way - Centraide Movement has one of the most recognizable and valued brands among not-for-profit organisations. In Moving Forward, we will create a positive and consistent image for United Way - Centraide across Canada that:

- enhances our already strong brand recognition;
- ensures consistent use of our brand;
- leverages national brand awareness in support of local activities and vice-versa;
- focuses on achieving community impact through community building; and,
- is cost effective.

- Increased # of people who identify the UW-C Movement with achieving positive community impact through community building.
- Increased level of public trust in UW-C Movement.
- UWs-Cs meeting or exceeding use of brand standards.
- Increased % of resource growth.
- Increased # of volunteers.
- Increased stature of Board members.
- Increased competency of staff.

### **PRIORITY #1: COMMUNITY BUILDING**

#### **STRATEGIES:**

- Build Movement-wide capacity

**INITIATIVES**

- Review onsite and UWA processes–
  - Develop new onsite model focused on achieving community impact through community building adaptation
- Identify methods to support transformation to community building
  - Negotiate participation of one UW-C in UWA Impact Transformation Process.
  - Form partnership among 3-4 UWs-Cs to collaborate with UWC-CC on modeling, testing and evaluating new, innovative concepts – document/share experiences and learnings
- Expand and enhance Community Building Toolkit, including the development of additional stories to support peer learning
- Develop Emergency Preparedness document for UWs-Cs
- Develop Collaboration/Partnership Toolkit
- Develop impact measurement approach
  - Review approaches to fund distribution and community investing.
  - Identify current good practices and measures
  - Design model(s)
  - Develop and implement strategy
- Develop communications materials for use at key local, regional and national opportunities (key partners and public awareness/public relations/media campaign)

**STRATEGIES:**

- Create new / enhance existing partnerships

**INITIATIVES**

- Develop a partnership strategy
  - Review, analyse and revitalise current partnerships (CLC-labour, Federation of Canadian Municipalities, Community Foundations, voluntary sector organizations – HRVS, CCSD, VSF, etc.)
  - Identify and create new collaboration opportunities in all sectors to advance priorities

**STRATEGIES:**

- Connect national, regional and local community building programs

**INITIATIVES**

- Implement National 211 Initiative
  - Secure federal funding
  - Establish core partnerships
  - Build social infrastructure with FCM and other partners
- Develop inventory of community building initiatives
- Undertake process to identify Movement-wide Community Building umbrella themes, e.g. children, poverty
- Develop program implementation guide for Success by Six<sup>®</sup>
- Revise program materials to reflect community building focus

**PRIORITY #2: GOVERNANCE AND OPERATIONS**

**STRATEGIES**

Enhance Efficiency of UW-C Movement Operations

**INITIATIVES**

- Work with the Business Transformation Coalition (BTC) to:
  - Map business processes
  - Develop pathway for a UW-C Common Operations Environment
  - Optimize technology solutions, e.g. e-pact, United Way Direct
- Comprehensive and other Surveys – review and consolidate surveys
- Create Online Communities for key groups (e.g. Human Resources, Finance, etc.) to facilitate sharing of good practices and common approaches
- Develop a strategic plan for the UW-C Movement
- Explore feasibility of developing an operating model to be used across the Movement

**STRATEGIES**

Strengthen Criteria and Standards of UW-C Membership & Operation

**INITIATIVES**

- Streamline/enhance Membership Agreement (MA).
  - Develop process for amending MA
  - Align financial analysis process to MA and broaden criteria to include non-financials
- Ensure compliance with MA
  - Develop MA tools and resources, e.g. guidelines for comprehensive, regular, community-driven (3-5 Year) MA Self-Assessment Review process.
  - Establish intervention strategy

**STRATEGIES**

Strengthen UW-C Financial Reporting, Transparency and Accountability Practices

**INITIATIVES**

- Implement recommendations of Transparency, Accountability and Financial Reporting (TAFR) Task Force.
  - Revise policies, procedures, forms
- Build TAFR recommendations into MA.
- Develop TAFR tools and resources:
  - 1) Member overview/ summary for intranet;
  - 2) Training module for ED orientation/other learning/PDO.
  - 3) Develop models/templates for financial reporting, etc.

**STRATEGIES**

Strengthen Regional Model

**INITIATIVES**

- Develop strategies to increase participation in regional activities
- Create two formal opportunities annually for regional input and information sharing
- Provide leadership to promote development and strengthening of model
- Develop crisis management system/approach
- Develop data collection and contact management system

**STRATEGIES**

Assess and expand current UW-C Movement reach and capacity

**INITIATIVES**

- Develop portrait of UW-C Movement
- Identify key issues facing capacity, expansion and sustainability

**PRIORITY #3: RESOURCE DEVELOPMENT**

**STRATEGIES**

Strengthen Movement-Wide Approaches to Key Campaigns/Accounts

**INITIATIVES**

- National Corporations Task Group
  - Finalize recommendations
  - Report to National Board
  - Disseminate results
  - Implement recommendations
- Develop pledge processing system for National Corporations
- Review/enhance model for centralized campaigns.
  - Develop standard tools and approaches based on local good practices
- Increase knowledge of Corporate Social Responsibility (CSR) trends
- Develop a new strategy/model for building relationships with a small number of major corporations
  - Explore the feasibility of creating a "social ISO" to differentiate and unify UW-C Movement

**STRATEGIES**

Strengthen and Enhance Current UW-C Resource Development capacity

**INITIATIVES**

- Review national participation in resource development modules (e.g. Gifts in Kind, Direct Services, Other)
- Create a working group on wealth transfer
- Statistical Services
  - Identify existing research on donor trends, current good practices
  - Conduct analysis of 5 year campaign trends
  - Conduct and distribute analysis of statistical data on donor trends, demographics, etc,
- Review and revise onsite and mid-campaign processes

**STRATEGIES**

- Develop comprehensive multi-faceted resource development strategy

**INITIATIVES**

- Review national role in Major Gifts (e.g. Philanthropists Circle) and Donor Relationship Management.
- Create advisory committee to provide advice on new opportunities.
- Strengthen and focus efforts of campaign directors working group

**PRIORITY #4: PUBLIC POLICY**

**STRATEGIES**

- Build awareness, understanding and commitment to public policy by clearly demonstrating link to achieving community impact through community building.

**INITIATIVES**

- Create Public Policy/Research working group
- Engage policy experts in Movement-wide learning opportunities
- Prepare informational materials on public policy/advocacy
- Document and share successful public policy/advocacy efforts -- develop 'stories' around UW-C involvement in public policy/advocacy
- Undertake process to identify Movement community building public policy priorities
  - Coordinate local/regional public policy activity and create linkage to national agenda
  - Develop background materials on key issues

**STRATEGIES**

- Build capacity for public policy

**INITIATIVES**

- Develop toolkit on public policy/advocacy
- Synthesize and disseminate information from government and non-government sources on relevant public policy directions/initiatives.
- Conduct a research diagnostic within the UW-C to:
  - determine what research is being conducted
  - identify public policy research needs of UW-Cs
  - identify appropriate/useful dissemination practices
- Develop a proposed national level research agenda
  - determine research priorities and funding sources
  - identify opportunities for collaborative projects/models for improving more effective use of research dollars
- Participate in Research to Practice Initiative being led by NVO/CCP

**STRATEGIES**

- Provide non-partisan leadership in social change

**INITIATIVES**

- Meet with key governmental officials responsible for policy issues of import to the Movement
- Identify and access key opportunities to influence public policy

**PRIORITY #5: HUMAN RESOURCES**

**STRATEGIES**

- Develop comprehensive learning strategies for staff and volunteer development

**INITIATIVES**

- Identify opportunities for learning Movement wide
- Board Development
  - Orientation package for new Board members
  - Identify priorities for professional development for Board members
- Executive Directors
  - Orientation – revision of training
  - Revise mentoring program
- Staff
  - Conduct survey
  - Develop PDOs at basic, intermediate and advanced levels
  - Review and enhance mentorship program
- Priorities
  - Review/develop/revise PDOs to build capacity in community building, governance and operations, resource development, human resources, public policy and image management
- Annual conference
- Regional conferences

**STRATEGIES**

Build Movement-wide Human Resource Management capacity

**INITIATIVES**

- Create Online HR Community
- Communicate results of HRVS to Movement
  - Develop HR management tools based on HRVS work
- Develop collaborative models to support capacity of smaller UWs-Cs

**STRATEGIES**

- Review and modernize HR practices and policies

**INITIATIVES**

- Review/update/develop standard personnel policies, guidelines and practices.
- Review/assess/reenergize Volunteer Leadership Program
- Continue to enhance recruitment process to attract highly qualified Board members
- Develop approach and process for recruitment and hiring of Executive Directors and key management positions
  - Identify key attributes/competencies required by focus on community building
  - Develop competency profile and evaluation frameworks
  - Develop process for hiring of senior staff

**1. PRIORITY #6: IMAGE/BRANDING**

**STRATEGIES**

Increase understanding of brand recognition through research and knowledge transfer.

**INITIATIVES**

- Organize and hold a workshop for the Movement with the UWA lead
- Conduct research on recognition of the UW-C brand in Canada.
  - Provide a synthesis and analysis of findings.

**STRATEGIES**

Reposition and promote the brand

**INITIATIVES**

- Develop new communications strategy relating to achieving community impact through community building
- Develop marketing strategy
  - Develop a set of marketing tools
  - Create a brand management website.
  - Develop a brand toolkit.
- Identify UW-C tools (national, regional, area-wide)
  - Build a brand campaign
  - Build a campaign promotion tool
- Review and revise approach to National Supplies

**STRATEGIES**

Protect the brand

**INITIATIVES**

- Develop and implement standards for graphics.
- Develop and implement standards for naming.
- Develop branding guidelines.
- Develop and distribute generic national materials.
- Review current national trademarked programs, practices and guidelines and build compliance into MA.

**United Way Of Canada - Centraide Canada Operational Priorities**

To achieve its mission and increase its effectiveness, the UWC-CC must strengthen its capacity and operations in five key areas:

**OPERATIONAL PRIORITIES**

**HOW WE MEASURE SUCCESS\***

- |   |   |
|---|---|
| <p><input type="checkbox"/> <b>Communications</b><br/>To achieve its mission and support that of the UW-C Movement, the UWC-CC must ensure clear, concise communications and excel in the management of knowledge and information both internally and externally with UWs-Cs, partners and others.</p>  | <ul style="list-style-type: none"> <li>- Increased UW-C level of satisfaction with tools, materials, communications.</li> <li>- Increased clarity (internal and Movement-wide) around roles and responsibilities.</li> </ul>          |
| <p><input type="checkbox"/> <b>Human Resources</b><br/>The changing nature of our work and the workplace means that we need a flexible, modern human resource policies and practices. Board members need opportunities to learn about the Movement and their responsibilities. Staff must gain new and hone existing competencies. We must be able to attract and retain talent to support key initiatives.</p> | <ul style="list-style-type: none"> <li>- Increased Board, volunteer and staff satisfaction.</li> <li>- Achieve 'employer of choice' status</li> </ul>   |
| <p><input type="checkbox"/> <b>Finance</b><br/>Through good financial management, we can maximize our resources, secure our future and serve as a model to other organizations.</p>   | <ul style="list-style-type: none"> <li>- Positive or no commentary by auditors.</li> </ul>  |
| <p><input type="checkbox"/> <b>Operating Practices</b><br/>Comprehensive, consistent operating practices that includes strengthened regional operations, improved internal management systems and practices and alignment of these within Operating Model for Movement.</p>   | <ul style="list-style-type: none"> <li>- Increased staff satisfaction.</li> <li>- Improved information and knowledge transfer</li> <li>- Increased clarity (internal and Movement-wide) around roles and responsibilities.</li> </ul> |

❑ **Technology**

Technology is becoming an increasingly important tool in connecting the Movement - to itself and to others. It also supports training, fundraising, and a host of other activities. By capitalizing on collective opportunities we can keep connections seamless across the Movement and make the most of the best technology solutions.

- Increased use of common technology.
- Increased # of hits on website / Intranet by members.
- Increased # of tools available electronically.

**OPERATIONAL PRIORITIES**

**PRIORITIES 1. Communications**

Increase communication effectiveness

**STRATEGIES**

- o Clarify and communicate direction, accountabilities, roles and responsibilities
- o Improve information storage
- o Create regular formal and informal opportunities for sharing.
- o Develop new internal approaches
- o Develop an external communication strategy (i.e. for communication between UWC-CC and the Movement)

**INITIATIVES**

- Develop and disseminate UWC-CC work plan.
- Review paper and electronic filing systems
- Establish meeting schedule
- Conduct brown bag lunches to share information on key projects
- Conduct stand-up briefings as required
- Increase opportunities for support staff to meet
- Create opportunities for interaction among staff
- Clarify roles and responsibilities
- Research and document good communications practices.
- Continue to prepare President's updates
- Review existing and Identify other mechanisms

**PRIORITIES - 2. Human Resources**

Develop a model state-of-the-art HR management practices.

**STRATEGIES**

- o Modernize UWC-CC HR practices
- o Identify and fill resource gaps in terms of skills, abilities and experience.
- o Develop a performance management approach

**INITIATIVES**

- Review and revise personnel policies.
- Revise job descriptions
- Review compensation packages
- Review and revise hiring practices
- Develop UWC-CC orientation
- Review remuneration/classification/benefits
- Increase and target learning opportunities
  - o Develop individual learning maps.
  - o Increase opportunities to work on special projects.
- Determine potential future competency/skill needs.
- Identify opportunities for internships, exchanges, etc.
- Establish performance evaluation cycle based on operating model
- Develop performance appraisal criteria for the UWC-CC
- Develop tools and resources (e.g. workplan templates, etc.)

**PRIORITIES - 3. Finance**

Continue to improve financial management practices.

**STRATEGIES**

- o Enhance and diversify financial resources
- o Provide clear budgets.
- o Seek solutions to cash flow issues.
- o Modernize financial practices/policies

**INITIATIVES**

- Manage and maximise use of existing finances
- Identify cost efficiencies
- Develop a "cost centre" approach to budgeting
- Improve capacity to allocate time and salaries to activities
- Options
  - o Examine timing of payment of dues
  - o Secure endowment
  - o Establish line of credit
- Continue to monitor National Supplies and Accounts Receivable
- Review /revise financial practices and policies
- Communicate policies clearly to the Movement

**PRIORITIES - 4. Operating practices**

Create an efficient, effective operation

**STRATEGIES**

- o Develop a management schedule based on the Movement's operating model.
- o Translation
- o Office environment
- o Office Procedures
- o Regional model

**INITIATIVES**

- Create annual calendar
- Clarify roles, responsibilities and assignments
- Review and develop operating practices, guidelines and protocols
- Review guidelines, protocols, practices
- Identify and review needs and budget
- Identify and address issues related to safety, health and emergency situations
- Clarify procedures and guidelines related to operations, e.g. printing, office supplies, etc.
- Integrate regional model into UWC-CC policies, practices and operations

**PRIORITIES - 5. Technology**

Provide leadership on the effective use of technology to manage and communicate information and knowledge

**STRATEGIES**

- o Create interactive tools to collect and share information
- o Improve accessibility to information
- o Improve UWC-CC business process and information flow
- O Improve effective use of technology

**INITIATIVES**

- Consolidate corporate database
- Develop on-line communities
- Develop web-based, self service approaches
- Secure a new telecommunications supplier
- Consolidate suppliers
- Integrate systems
- Complete network upgrade
- Provide regular training
- Convene staff focus groups on issues for consultation and training purposes

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