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ARTS AND SCIENCE UNDERGRADUATE SOCIETY

THE ARTS & SCIENCE UNDERGRADUATE SOCIETY
MARKETING | STRATEGIC PLAN | 2017-18

INTRODUCTION

OPERATING STATEMENT

The Marketing Office shall undertake all promotions and advertising projects desired by the Society to its fullest potential and shall seek to provide its marketing services as creatively and efficiently as possible.

INTRODUCTION

The Marketing Office aims to provide high quality, innovative promotional and media solutions for the Arts and Science Undergraduate Society. The office will be focusing on several facets this year, including enhancing the volunteer experience, taking a data-driven approach to social media advertising, expanding promotional efforts beyond the internet, and taking a research-based approach to marketing campaigns. ASUS' new modern visual identity standards have been worked into orientation week material, hiring, and promotional designs, while initiatives like the ASUS Store and the new "Discover ASUS" web pages have begun the early stages of production. In the following year, the office aims to provide ASUS with the most creative, effective, and efficient promotional content possible.

OFFICE GOALS

Balancing Volunteer Engagement with Strategic Vision

The Marketing Office is dependent on its volunteers to produce high quality content everyday. Volunteers who join the Office often enter enthusiastic, but as they create content for clients, some lose the personal and creative drive that brought them there in the first place. Increasing volunteer retention will be essential in ensuring the continuous output of marketing content and maintaining a valuable experience for our volunteers. Secondly, many volunteers join the Marketing Office to learn how to create visually striking graphic, video, and photographic material. This year, the Marketing Office will focus on developing volunteer training sessions to enhance the skills of our volunteers. Each team lead will create a comprehensive training document, and host a variety of interactive training sessions that will teach volunteers at every skill level. Finally, a culture of collaboration and creativity will help bring the creative vision volunteers have in their head to reality. By hosting scheduled, informal marketing team meetings with all teams, rather than having them operate in isolation, cross-collaboration will be encouraged. Ultimately, no amount of paid content can make up for bad creativity.

- ***Creativity First-*** To combat a lack of enthusiasm, volunteers in the office will be encouraged to create personally produced, scheduled, creative material on top of undertaking client work. This material will allow them to learn new techniques in their medium with the creative resources (equipment and software) that ASUS provides. Volunteers will be encouraged to create content that is primarily a rewarding creative piece for them. Next, they will work in a promotional aspect that helps to market the society, and blend the two aspects together. This will encourage volunteers to create material that they enjoy that promotes ASUS, rather than creating material that is primarily for clients, and attempting to find personal value within it.
- ***Emphasis on Training-*** Team leads will create training material that can be delivered to volunteers early in the year. The material will consist of text-based tutorials, provided assets, and videos. Secondly, in-person training sessions will be hosted to provide a more interactive approach to training in topics more difficult to comprehend. Finally, the office will aim to provide volunteers with the creative resources necessary to create personal work on their own time.

- **_Restructured Creative Meetings-_** Rather than having marketing teams meet separately, meetings will be held with all teams to encourage cross-collaboration. By providing volunteers with weekly doses of inspiration and running through series of creative exercises, volunteers will always be able to create brilliant content, and never fall into a creative rut. Finally, the office will strive to encourage a culture of creativity and collaboration, to create a network of creative individuals at Queen's, a network that will extend beyond the volunteers' time at ASUS.

A New Approach to Social Media

Many student initiatives at Queen's, including ASUS, use a similar format for social media advertising – posting to Facebook, Instagram, and posting in various Facebook groups. Students online have become overwhelmed with the amount of content posted daily, resulting in ASUS' posts to lose traction. The office's social media strategy must change to grow in the future; utilizing strategies such as a focus on user generated content. Posts on social media do well when user-generated content is featured, as friends love to see work made by, and featuring their friends. Data suggests that millennials spend more than 5 hours a day interacting with content made by their peers, and peer-created content increases positive purchase decisions by 20% (a figure more influential than any other strategy) [1]. The Marketing Office will take a user-generated approach to several of our social media platform campaigns. In addition to this, other approaches like focussing on easily-digestible content, working with unique mediums, and investing in targeted advertising will grow the office's social media presence. Social media marketing is still a very viable approach to marketing, but by utilizing new strategies, ASUS will be able to cut through the bulk of posts made by groups who share a similar marketing strategy.

- **_Data-Driven Post Optimization-_** Utilizing a data-driven approach to marketing will help to increase engagement. Strategically posting at times that have been proven to have higher user engagement per platform will make ASUS posts the first posts users see when they login. Utilizing social media management tools will also help to schedule these posts for optimal engagement times.
- **_Better Social Media Management-_** The office will use social media management solutions such as HootSuite to maximize post engagement and efficiency. By using tools like this, the office will be able to schedule an entire week's worth of content on one

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[1] Knoblauch, M. (2014, April 09). Millennials Trust User-Generated Content 50% More Than Other Media. Retrieved August 18, 2017, from http-//mashable.com/2014/04/09/millennials-user-generated-media/#Pk4_JTf1pGq0

day. The office will be able to use its time more efficiently, and focus on other projects, rather than worrying about uploads throughout the week.

- **User-Generation-** Use new methods of social media outreach with a focus on user-generated content. The office will feature content created by students throughout the year to increase engagement. Additionally, utilizing on-campus influencers to promote ASUS on their own social media will help to market the society.
- **New Mediums-** The Marketing Office will utilize un-tapped mediums – such as short creative videos, and cinemagraphs, to stand out form the sheer amount of graphics online. A diverse portfolio of material will create opportunities to develop new marketing tactics.
- **Digestible Content-** Create content that is more easily digestible, getting our message across more efficiently, and in a short period of time. The office will focus on short form video content (15-30 seconds), rather than longer media. Viewer engagement juristically tappers off after the first 30 seconds of online videos. By condensing information into a shorter form, the office will be able to market more efficiently.

Guerilla Marketing

Most groups on campus utilize social media as their primary, and for some, only, method of marketing. The Marketing Office will take a new approach to marketing in the following year. This approach will focus on unconventional, in person, low-cost marketing methods – Guerilla Marketing. ASUS advertisements will be placed in places students would never expect, and art will take on a whole new form. This will manifest at every scale, from large murals and paintings to small puns and plays on objects, to undercover, hype-building constructions. Taking inspiration from artists like Amir Baradaran and Banksy, the marketing team will take on a brand new, unique, approach to marketing. By straying away from traditional marketing methods, the ASUS brand will be able to stand out on campus.

- **Philosophy-** Encourage low-cost, non-traditional marketing techniques and out-of-the-box thinking. These ideas most often manifest tangibly in physical space. They play on the paradigms of structure and location to advertise in unique ways.
- **Openness to Ideas-** Consider every idea a possibility, even at the most ridiculous level, every idea can be toned down to something feasible. The Marketing Team will be the primary driving force of guerilla marketing efforts. To ensure that many of their ideas can become a reality, a re-distribution of the Marketing Office's budget will occur to balance the teams out.

Marketing as a Campaign

Often, advertisements are considered to be an exclusive and mutual asset, that manifests on an equally exclusive platform. In the following year, the Marketing Office will take a new approach to advertising, one that focuses on cross-media promotions, and marketing campaigns. Like the way brands have a unique visual identity, advertisements have a unique character to them. The Marketing Office will take the character that is the initial advertisement, and expand it into a series of similar advertisements, that manifest on all platforms, including those online and in reality. By creating campaigns that have the element of a story, users will be driven to retain information posted on all platforms. Advertising will no longer consist of a post on Facebook, it will consist of a post on Facebook, and a video on Vimeo, and a story on Instagram, and a filter on Snapchat, and so on. Utilizing every social media platform in a way that creates cross-media stories and links all platforms together, will help to reach users in every form, while also promoting our lesser-known platforms by driving users to seek out the content that is posted on them.

- ***Philosophy-*** Think of marketing as a series of several, cross-platform promotions. For each campaign, the office will create quantifiable, and qualitative goals that it wishes to reach. These goals will range from post engagement percentages, to the subjective quality of video and photography.
- ***Cross-Media Stories-*** Create linked content, that forms a story and baits users across multiple platforms. These stories will manifest on all platforms. They will tell a story, and engage viewers across several platforms.

ASUS the Corporation, Made Personal

Students at Queen's interact with ASUS services and events often, but many do not know that they're interacting with ASUS, even worse, many do not know what ASUS has to offer. Throughout the year, the Marketing Office will attempt to make ASUS initiatives more easily accessible, and give a face to the people behind them. A "Discover ASUS" page on our website will highlight the structure of ASUS, and all of the opportunities students can get involved with. This page will also include helpful contact information, application forms, and descriptions of the events/services ASUS offers. Another problem with our online presence is that it is very disconnected. The ASUS website will focus on providing links to all the social media platforms, and individual websites that every ASUS initiative has online. Many students want to get involved with ASUS, and the opportunities offered, but don't know of them, or how to get involved. Focussing on personalizing ASUS, and making our initiatives more accessible will help to make ASUS more relatable and get students involved.

- ***ASUS Structure Simplified-*** Work to create a "Discover" page on our website, where the framework of ASUS is displayed. Additionally, volunteer opportunities, and bios of the people behind them will manifest. This will help students external to ASUS to better understand the society.
- ***FOCUS-*** Use FOCUS Project to showcase personal stories of ASUS volunteers, while relating their experiences back to ASUS. Marketing campaigns like this will focus on influencer content, as well as ASUS created content. Volunteers in the FOCUS Project will tell their story as they have in the past, but then link it to a relevant committee within the society to advertise the various positions and opportunities we offer.

COMMITTEE GOALS

Video Team

The Video Team shall act as a resource to ASUS Commissions, Offices, Committees that require video projects as part of their promotional strategies for events that they carry out throughout the year.

- ***Ad Agency-*** The video team in previous years has focused on creating projects exclusive to the team – projects like FOCUS. While these are valuable, the team is under-utilized in advertising other ASUS initiatives and events, while graphics receives an abundance of requests. This year, ASUS marketing will stray from its over-saturated graphics approach to marketing, and focus on more mediums. Part of this effort requires the video team to take on an advertising agency role within the society. Video projects are already in the works with the Equity Commission and Good Times Diner, and the team looks forward to those to come.
- ***Virality-*** A corporate marketing approach to video is different in many ways to the free-form creation of films. Online videos do well when they poses certain characteristics. For example, 85% of videos online are watched without sound, so videos with flashy graphics, minimal dialogue, subtitles, and text, do much better than those that focus on script and dialogue [2]. Approaching video with the end delivery method in mind will shape the creation process itself. Combined with a focus on viral trends and the "meme economy", an end-delivery approach to video advertising will help to increase viewer engagement.
- ***FOCUS-*** The FOCUS Project has done well in ASUS, but its viewership has largely remained exclusive to ASUS members, and friends of those involved. The video team will expand the project in the following year to focus on students themselves, as well as their experiences as a connection with ASUS initiatives.=Volunteers will be able to pair up with other groups in ASUS, and produce scheduled uploads that highlight a new, and relevant group. The FOCUS Project will continue to highlight students at Queen's, while simultaneously promoting their relationship with ASUS, and advertising volunteer positions within the society.

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2 Patel, S. (2016, May 17). 85 percent of Facebook video is watched without sound. Retrieved August 18, 2017, from https-//digiday.com/media/silent-world-facebook-video/

- ***ROI/ Purchasing-*** The purchasing of video equipment can be very expensive, and hard to justify. Video equipment is used to produce an intangible product, and something that is hard to wrap one's head around – digital content. Applying for grants, and seeking money within ASUS can be difficult to justify when the end-result is digital. However, by utilizing camera statistics, such as shutter actuations, minutes-watched, and stories told, investing several hundreds of dollars in a lens can be more justified. This can also help the team to make better purchasing decisions. By calculating the per-use cost of equipment, better investments in the future can be made, and equipment that will be used more often will take priority over equipment that is fun, but more of a toy for the office.

Photo Team

The Photography Team shall act as society wide photographers for use at events hosted by the Society. Photographers may also be commissioned out on a needs-basis for external groups requesting photographers.

- ***Unique Volunteer Projects-*** Many of the projects photography volunteers undertake are documentarian in style, covering events, and taking group photos and portraits. Projects like these can become tedious over time, and result in volunteer disengagement. Expanding the photography team to undertake unique and artistic photographic projects should help to retain volunteer engagement and promote the society. Projects like these include artistic fashion photography for the ASUS store, minimalist photography for various sections of the ASUS website, and very personal, creative portraits of students on campus, in collaboration with the video team and the FOCUS Project.
- ***Master Classes-*** Volunteers join ASUS to learn about photography, and in the past, have received impersonal training documents, and a few group training projects. Running photography master-classes where volunteers in small groups get to learn about, and use professional photography equipment will expand them to the world of photography. These training modules will be one-of-a-kind, Marketing Office exclusive classes where volunteers of all skill levels can learn advanced photography techniques. These will run throughout the year. Once volunteers have learned these techniques, they will be able to apply them to the photos they take for ASUS, as well as their personal portfolio.
- ***Streamlined Workflow-*** Several inefficiencies in the photography exist which slow down the workflow of the team. Included in this is the unnecessarily convoluted series of steps required to bring a photo from the camera online. By eliminating several inefficiencies and utilizing different product delivery tools, the team will be able to increase the rendered final quality of photos, while taking less steps to get there.

Graphics Team

The Graphic Design team shall be responsible for designing and creating graphics for use across the Society. They will be required to quickly and professionally create digital media as requested by the students of Arts and Science.

- ***Project Management-*** Last year, the graphics team introduced many steps that improved the efficiency of graphics requests. However, several inefficiencies still exist that can be improved upon. Introducing project management software that integrates with Google Calendar and Slack communications can help to eliminate this. Additionally, eliminating the back and forth contact between the graphics team and the client through email, and changing this to an instant messaging platform with client to volunteer feedback will speed up the graphics process.
- ***Design as a Language-*** Creating graphics on a large scale can be difficult. When many volunteers, each with their own creative vision work on projects for a society that has a specific identity, graphics can become disconnected. Volunteer training from the start, will take a language-based approach, rather than a general approach. Traditional methods of learning graphic design help to teach a variety of graphics styles. Although valuable, this method does not teach volunteers how to create graphics that will fit within the ASUS visual identity standards. Team leads will teach a modified version of Material Design – a design language created by Google. This design language produces very clean, modern designs that all share the same visual identity.
- ***Motion Graphics/ Video Collaboration-*** Graphics traditionally have been thought of as 2-d, single frame elements. Graphics can take on many more forms than this, however. By collaborating with the video team, volunteers from both departments will be able to create motion graphics, cinemagraphs, and typography. This will expand ASUS' marketing potential, and open up new and unique forms of advertising, as well as encourage collaboration amongst teams in the Office.
- ***Budgeting-*** The graphics team, historically, has never spent much on budgeting, besides volunteer appreciation. Valuable graphics assets, and fonts exist online, that would exponentially increase the output of graphics requests. Volunteers would be able to spend much less time on external requests and could focus more on projects of their own. Assets such as vector files could be utilized to increase efficiency. Introducing an "assets" budget line would encourage the graphics team to invest in files that would help them to increase their workflow. In the past, they have largely been discouraged to, or struggled to spend money.

Marketing Team

The Marketing Outreach Team shall actively execute promotional events for the Society as identified by the Marketing Plan. These promotions will be designed to inform students of the scope of ASUS and the opportunities it provides for student involvement throughout the year, in addition to promoting the Society and establishing a positive interaction with its membership.

- ***Thinking outside the box-*** The marketing team's use has slowly declined with the prominence of social media. However, this year, a strong focus on in-person, guerilla marketing will help the Marketing Office to utilize the team. Members who join the marketing team will be encouraged to think of non-traditional marketing initiatives. These methods will encourage low-cost, unconventional marketing strategies. In hiring volunteers for this position, the position will be advertised as one for people who love to create art and are interested in being very vocal on campus – those hoping to spread a message.
- ***Collaboration-*** Many of the projects that marketing team members have thought of in the past require video, photography, or graphic elements. However, the four teams have lacked a collaborative element, and are very separate. By hosting more social events and meetings that involve all members of the Marketing Office, the marketing team will be able to bring many of their ideas to fruition.
- ***Budgeting/ Grants-*** The nature of the marketing team is very difficult to budget for. Many of the ideas the team think of are non-conventional, thought of in the moment, and require spending on things that the Marketing Office is not necessarily accustomed to. Budgeting a random figure in anticipation for the year would likely result in over or under funding, and the budget line would be difficult to justify. For these reasons, a large focus on grant allocation will be favoured for the team. The graphics deputy and myself, will focus on securing grants with a priority for the marketing team during the year, as marketing team projects are brainstormed. This should hopefully combat the lack of funding that has stopped many of the brilliant ideas from coming to fruition in the past.

SWOT ANALYSIS

STRENGTHS

- ***Strong Facebook Presence-*** Currently ASUS has over 8300 likes on our Facebook page. This figure is sure to increase during orientation week, and throughout the year. In comparison to other groups on campus, such as The AMS (8400), Common Ground (5000), and StudioQ (6300), ASUS ranks very well. Using new social media initiatives, ASUS will be able to surpass the AMS during the following year in page likes. Facebook is very accessible to students at Queen's, and is a great resource to ensure that students are always up to date with what is going on. Our Facebook page is a valuable, tried and true method of promoting ASUS opportunities, and will continue to serve us well during the following year.

- ***Modernized Visual Identity-*** ASUS, with great effort from the previous Marketing Office, has completely modernized our brand identity. Our website has a sleek new face, Camps is vibrant and inviting, and our high-profile graphics look clean and sharp. The platform the new website was built on is easy to update, and is built to ensure a consistent brand identity.

- ***Orientation Week-*** Orientation Week is arguably the most important week for the Marketing Office. The influx of new students is a breeding ground for social media growth, and ASUS opportunity advertising. The Marketing Office is integral in covering Orientation Week, running a video and photography team to document the week, as well as spearhead recruitment and promotions in partnership with the Human Resources Office.

- ***Manufacturer Relations-*** The Marketing Office currently has strong and personal relations with several merchandise manufacturers. These ties allow for personalized support with merchandise, quick service, and deals on many items. These relations have helped to secure ASUS and Orientation Week merchandise like shirts, stickers, and pens at cheaper costs than normally offered. These relationships are several years in the making now and the Office looks forward to continuing them.

WEAKNESSES

- ***De-Centralized General Marketing Structure-*** The Marketing Office has taken strides towards producing uniform graphics. However, the structure of ASUS is odd, in that the Marketing Office does not produce all graphics for ASUS. Other ASUS committees,

external to the Marketing Office, have delegated marketing positions. This issue is most problematic with DSC's. Many DSC's have little graphics experience, and struggle to conform to the ASUS visual identity standards. Through collaborative efforts with the Academics Commissioner, the Marketing Office hopes to further unify ASUS' brand identity.

- **Social Media Approach-** Our current social media approach does not follow a scheduled system of uploads, nor does it optimize post time. The office currently publishes graphics upon completion, and takes little consideration for post-optimization. By utilizing social media management tools, creating a scheduled system of uploads, and utilizing social media metrics to maximize post engagement, the office will be able to reach a greater, more accurate audience in the future.
- **Excessive focus on Graphics-** The office currently uses the graphics team almost exclusively for advertising purposes. Our video, photo, and marketing teams are incredibly under-utilized, and will be a valuable asset in the future.
- **Marketing Team-** The Marketing Team currently serves an undefined purpose in the office. With the prominence of the graphics, video, and photo team, the marketing team, at times, Promotions seems to serve no purpose. With the absence of a budget, many of the Marketing Team's ideas fail to come to fruition. By defining the purpose of the marketing team, and applying for grants frequently the office should be able to redefine the role of the marketing team.

OPPORTUNITIES

- **Guerilla Marketing-** Social media marketing is the common approach to marketing amongst all groups on campus. Exploring new, non-traditional and low-cost methods of marketing should help to improve marketing initiatives. Delegating the marketing team to fulfil these non-conventional methods should bring purpose to the team while expanding ASUS' marketing opportunities.
- **Direct Marketing Office to Office/Commission Collaborations-** Several collaborative efforts between the Marketing Office and other ASUS commissions are already in the works, including a GTD weekly series, equity video project, and DSC summit collaboration. Through direct contact between the Marketing Officer, and other Officers and Commissioners within ASUS, we hope to strengthen the vision of our efforts and produce more succinct products.
- **Marketing Campaigns-** ASUS has a very individualistic approach to marketing. We create individual graphics for specific platforms and have no cross-content collaboration. By creating cross-media stories, the office should be able to reach users on all platforms, while growing our less popular platforms.

- ***Metrics/ Analytics Utilization-*** A plethora of data is available online regarding marketing and brand growth. Data is available for everything, from optimal post timing, to video optimization, to search engine optimization and website conversion. ASUS does not currently utilize this data. Taking a research and analytical approach to marketing, in addition to a creative one, should help us to market better.
- ***ASUS Store-*** The ASUS Store is a brand-new initiative in the works, in collaboration with the Executive. The Store will be built from the ground up, and will include new products, new graphics, a new website, and a new face. Many non-traditional marketing methods will be able to be tested during the Store's launch. Something as large as the Store, will provide us with opportunities to market many aspects of ASUS.

THREATS

- ***Volunteer Burnout-*** ASUS marketing volunteers enter enthusiastic, but burnout can occur as responsibilities outside the Office grow. Often volunteers struggle to find value in working countless hours for the office if they see little in return for their work. By providing valuable resources and creating a unique experience for marketing volunteers, the offices hopes to increase volunteer retention and provide a meaningful volunteer experience.
- ***Oversaturation of Online Content-*** Most groups on campus use social media to advertise. Queen's is full of clubs and organizations on campus and many, if not all, use social media to advertise. Students' social media feeds are constantly filled with advertising content, and it is difficult to stick out.

TIMELINE

SEPTEMBER

- **Orientation-** Facilitate the ASUS promotional run at Queen's in the Park, Sidewalk Sale, across social media, as well as utilizing guerilla marketing tactics. Orientation Week Video and Photography teams will be responsible for documenting the week.
- **Assembly-** The office's strategic plan and budget will be presented.
- **Launch Discover ASUS Page**- Launch the Discover ASUS page along side hiring. This will help student to get to know the different positions in ASUS, their contact info and social media pages.
- **Hiring**- The first-year intern, as well as all team members will be hired.
- **Marketing Summit**- The marketing summit will be held to discuss visual identity standards within ASUS. Members of ASUS will also be able to meet and form contacts with useful members in the Marketing Office.
- **Team training and socials**- The first social will be help where everyone will be able to meet each other. Training will begin, firstly with an accelerated one-week "boot camp", followed by more advanced training later.
- **Accepting Submissions**- The Marketing Office will open up for submissions from internal ASUS groups, and external groups on campus.
- **ASUS Store Launch**- An initial draft of the Store will launch along side the Queen's Next Generation Conference.

OCTOBER

- **A/B Testing of Store-** A beta test of a refined version of the store will launch to internal members of ASUS. It will be optimized for higher volume and product submission.
- **Launch Weekly Series with Good Times Diner-** A weekly video series will launch along with Good Times Diner, highlighting weekly recipes, and starting a series of weekly videos to come.
- **Weekly Videos Work-** The office will begin to set up collaborative efforts between members of the video team and other ASUS committees to start weekly or bi-weekly promotional videos.

NOVEMBER	• **Store Campaign Work-** The office will work on completing a campaign for the ASUS Store's official launch with help from the graphics, video, and marketing team.
JANUARY	• **Finalized Store Launch-** The ASUS Store campaign launch will take place along with Jackets sales, and a finalized version of the website.
	• **Snapchat Takeovers-** The marketing team will experiment with a "Snapchat Takeover" of the team, which will later open up to other committees in the office.
	• **Elections Campaign-** Along with Snapchat take overs, and the Discover tab of getting to know ASUS, the elections campaign will launch.
FEBRUARY	• **Re-Vamped FOCUS-** A revamped version of the FOCUS Project will launch along side hiring and elections**.**
MARCH	• **Winter Hiring-** Snapchat takeovers for council and executive will launch, in line with winter hiring.
	• **Portfolio-** The office will launch the marketing office portfolio for new council hiring.
APRIL	• **Transition Incoming Officer-** The transition and guidance of the new Marketing Officer will occur.

CLOSING THOUGHTS

CLOSING THOUGHTS

      Thank you for taking the time to read the ASUS Marketing Office strategic plan for the 2017-2018 academic year. I look forward to achieving the goals I have outlined in the Office's strategic plan with the help of my Team Leads and the Graphic Design, and Web Design Deputies. At times, our work will be a challenge, but with the combined efforts of every individual in the office, fantastic, new, and innovative projects will be achieved. Through the time I have spoken and worked with these individuals, their passion and dedication to their work is outstanding. The Marketing Office has already begun the year with a fantastic start. The ASUS orientation week photo and video teams have covered orientation week in amazing quality, and students are already starting to apply for the hundreds of opportunities the Society offers. I am excited to see what the Office has to offer the society in the following year, and hope you are too.

Respectfully submitted,

Callum Linden
Marketing Officer 2017-2018