



## 2020-2021 BOARD OF DIRECTORS' STRATEGIC PLAN

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## Executive Summary

All undergraduate students at the University of Victoria are members of the UVic Students' Society (UVSS). The UVSS is a social justice-based non-profit run by students for students and is separate from the University. The UVSS supports students and responsibly represents them to multiple levels of government, university policy makers and other post-secondary institutions and student organizations. The UVSS advocates for student issues including post-secondary funding, accessible public transit, sexualized violence prevention, improved campus sustainability, expanded mental health services, and more affordable housing.

Through the UVSS, students participate in political advocacy campaigns, clubs, course unions, conferences, and other events in the Student Union Building (SUB). Becoming an active member of the UVSS enables students to enrich their educational experience and to fight for student issues.

### Vision

Our strategic vision provides long-term direction, defines organizational activities and development, establishes the capabilities our society plans to develop, and infuses our organization with a sense of purpose. The UVSS vision unifies everyone:

*Full student engagement in the core components of advocacy, events, services, businesses, and society governance.*

### Mission

A mission statement is a declaration of purpose. It highlights why we exist and how we aim to meet the needs of our members:

*To be a leader in providing high-quality and accessible services, advocacy and events that enhance the student experience and build a campus community that embodies the values of the UVSS.*

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### Values

**Our strategic foundation consists of enduring, passionate, and distinctive core beliefs – our values. They guide our conduct, activities, and goals. They establish our priorities and what we stand for: organizational leadership, advocacy, and member satisfaction. The values of the UVSS are:**

Good Governance  
Fun  
Excellence  
Service  
Social Justice  
Decolonization  
Environmental Sustainability

*For a list of our values' definitions, please see [uvss.ca/yoursoctey](http://uvss.ca/yoursoctey).*

## The Strategic Planning Process

- This year, the UVSS Board decided to separate components of our previous strategic plans into two distinct plans: the **Board Strategic Plan** and the **Business Strategic Plan**. This increases the accessibility of Board-related plans and goals while maintaining the important long term planning and transparency of the businesses' strategic plan.
- Brainstorming for the Board Strategic Plan took place via Zoom due to COVID-19.
- We hosted portfolio-specific strategic planning sessions to encourage participation from Directors at Large and advocacy group representatives.
- We completed detailed “**strengths, weaknesses, opportunities, and threats**” (SWOT) analyses.
  - The purpose of a SWOT is to produce a good fit between our organization's resources and capabilities and our external environment.
  - SWOTs are designed to help organizations react *proactively* rather than *reactively*.
  - Being ready for opportunities and threats can help us determine our strategic position.
- The second half of each session consisted primarily of goal-setting and then dividing those goals into strategies, objectives, and detailed tactics. These are designed to give each director tangible milestones that will help them achieve their larger vision.
- A preliminary draft of this strategic plan was presented at a department managers meeting, where staff had the opportunity to provide feedback verbally and via an online survey.

## Backgrounder

- **Increased costs and static fees** – The UVSS depends on fee levies collected from its members. These remain the same every year, despite the rising costs of offering businesses and services, which include wages and inflation.
- **External threats** - This year's Board took office on May 1st in the midst of the COVID -19 pandemic, which fundamentally reshaped our day-to-day structure and operations. We are also adjusting to: an expired United Steelworkers collective agreement; several key vacancies in support staff positions; continued competition from the on-campus Starbucks, a new residence building (with in-house dining facilities), and ongoing member apathy about the role of the UVSS in their lives.
- **People power** - Threats are offset by a high level of Director at Large (DaL) involvement, dedicated excluded and unionized staff, and a robust graphics team.
- **Connecting with our audience** - COVID-19 limits in-person interaction; as a result, a majority of our programming must be virtual. This may lead to increased attendance at our online events, but it may also diminish participation as our members experience Zoom fatigue. This is also leading us to redefine what a successful event looks like. We are prioritizing events that provide our members with learning opportunities and practical skills, and build community.
- **Designed with you in mind** - This plan is publicly accessible, so our members can hold us accountable to our goals.

## Strategic Planning Reporting Schedule

**November 1:** The Executive Director shall work alongside the Director of Finance and Operations and other Excluded Managers to develop progress reports for Lead Directors and cost centers.

**December 1:** Each Lead Director, in consultation with their portfolio DaLs, reports on the status of strategic plan implementation to the Board of Directors.

**March 1:** The Director of Finance and Operations will consult with the Finance and Operations Committee and other relevant stakeholders to determine that year's Annual Report format and categories.

**April 1:** The Board of Directors shall publish the annual report on the Students' Society website that outlines the outcome of the strategic plan and each Lead Director will provide a report on the strategic plan at the UVSS Board of Directors meeting.

## Portfolio Goals:

# Finance and Operations

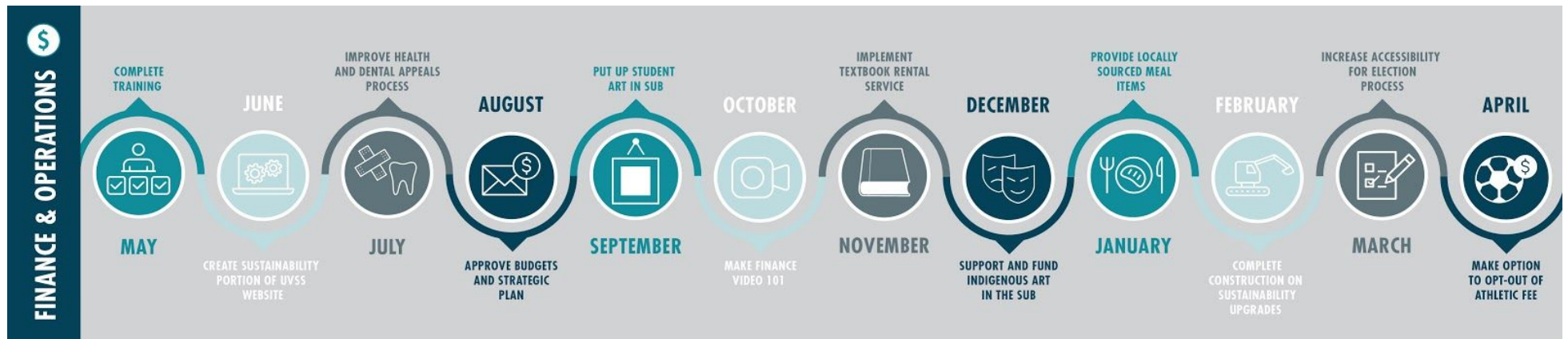
### Main Challenges:

- The COVID-19 pandemic has presented several key challenges for the Finance and Operations portfolio, such as adapting businesses for physical distancing, budgeting yearly revenue with uncertain government subsidies, and conducting strategic planning in a virtual environment.
- Communicating financial information to our members is challenging due to the UVSS's complex financial system and the fact that we need to re-educate new students yearly as students graduate.
- Before COVID-19, information transfer between Directors and staff happened in person or through informal conversations. Now, most Directors and staff are working remotely, and only share key information in formal meetings or via email. As a result, Directors experience a consistent information deficit.

<b>Goals</b> An ideal you want to achieve.	<b>Strategy</b> An approach you take to achieve a goal.	<b>Objective</b> A measurable step you take to achieve a strategy.	<b>Tactic</b> A tool you use to pursue your objective.
Improve the sustainability of the Student Union Building (SUB).	Using persistence, a holistic understanding of environmental sustainability, and an open-minded approach will create a diverse set of options to pursue.	<ol style="list-style-type: none"> <li>1. Reduce SUB carbon emissions.</li> <li>2. Increase the percentage of local, sustainable, equitable and humane food provided in our businesses.</li> <li>3. Begin eliminating single-use plastic items in the SUB.</li> </ol>	<ol style="list-style-type: none"> <li>1. Complete costing and construction of heat pump, air sealing, and investigate options for rainwater capture and renewable energy systems.</li> <li>2. Create a Good Food Project working group to conduct research and coordinate logistical planning, and work towards replacing food items with locally sourced produce.</li> <li>3. Transition back to using the cup and mug bank, and create a fee for single-use take out containers.</li> </ol>
Increase the accessibility of our Health and Dental Plan.	Utilize members increased presence on social media and other online services to our advantage.	<ol style="list-style-type: none"> <li>1. Streamline health and dental opt-out appeal to reduce inefficiencies for both students and administrators.</li> <li>2. Explain more details of the plan on our website and social media.</li> <li>3. Send additional joint emails through Studentcare.</li> </ol>	<ol style="list-style-type: none"> <li>1. Create criteria for Studentcare to administer opt out appeals, whilst also creating a secure data sharing portal.</li> <li>2. Provide information on (ADHD) medication coverage and how the exception process works.</li> <li>3. Find ways UVSS and Studentcare can collaborate on projects and optimize outreach.</li> </ol>
Support decolonization efforts.	Create and maintain lines of communication with Indigenous folks who will guide, lead, and support this work.	<ol style="list-style-type: none"> <li>1. Encourage territorial acknowledgments that are not performative in nature.</li> <li>2. Support changes to society governance that makes room for marginalized and Indigenous folks.</li> <li>3. Pursue options, to elevate more Indigenous art and events in the SUB.</li> </ol>	<ol style="list-style-type: none"> <li>1. Lead by example and ensure that all of my territorial acknowledgments have educational and actionable components.</li> <li>2. Assist with the initiation of a cultural safety audit and follow through with recommendations.</li> <li>3. Meet with NSU members and or representatives and ask what they would like to see in the SUB.</li> </ol>

Make student life more affordable.	Be receptive to member input. Provide goods and services that would be purchased elsewhere and offer them in the SUB at reduced rates.	<ol style="list-style-type: none"> <li>1. Lobby university to make an option to opt-out of the athletic fee.</li> <li>2. Find temporary use for the other half of the former Merit Travel space.</li> <li>3. Build reservable space for clubs and student entrepreneurs.</li> <li>4. Maintain competitive food prices in relation to the University.</li> </ol>	<ol style="list-style-type: none"> <li>1. Meet with university administrators in the athletics and recreation department.</li> <li>2. Receive feedback from students on what they would like in the space.</li> <li>3. Create a mock up and begin the planning, budgeting and consultation process.</li> <li>4. Review food vendor agreements and investigate cost saving opportunities, where applicable.</li> </ol>
Increase financial transparency.	Assume viewers don't have background knowledge to ensure information always builds from the ground up.	<ol style="list-style-type: none"> <li>1. Increase accessibility of UVSS finances.</li> <li>2. Clarify items on audit that may cause concern.</li> <li>3. Utilize social media outreach.</li> </ol>	<ol style="list-style-type: none"> <li>1. Make a UVSS finance video, infographic and ensure quarterly reports are posted on the website.</li> <li>2. Send notes to auditors to explain more items in the audit.</li> <li>3. Make year-to-date Facebook posts.</li> </ol>

Image 1: Timeline illustrating goals and associated tactics



# Campaigns and Community Relations

## Main Challenges:

- Physical distancing measures prohibit direct action organizing and building meaningful connections with government officials.
- Our ability to attract new campaigns' volunteers is limited, as our communication depends largely on social media, which may be a less engaging strategy and may not reach students who don't already follow the UVSS.

<b>Goals</b> An ideal you want to achieve.	<b>Strategy</b> An approach you take to achieve a goal.	<b>Objective</b> A measurable step you take to achieve a strategy.	<b>Tactic</b> A tool you use to pursue your objective.
UVic Foundation Board to commit to full divestment from fossil fuels by 2025.	Since the UVic Foundation Board relies upon its reputation to attain donations and investments, we will question this public image and expose the truth to their donors [approach=outreach and awareness].  Since UVic further depends on the revenue generated through their endowment fund, we will explore policy reform options that will disincentivize investment in fossil fuels.	<ol style="list-style-type: none"> <li>1. Hold the Foundation Board accountable to accessing and publishing the climate risk of their investment portfolio.</li> <li>2. Spread awareness amongst first year students through social media outreach from September 1-15.</li> <li>3. Create provincial lobbying plan for BoG member nomination process by mid September</li> <li>4. Launch pledge not to donate campaign by November, 2020.</li> <li>5. Pursue Board of Governors conflicts of interest &amp; voting accountability process by November, 2020.</li> </ol>	<ol style="list-style-type: none"> <li>1. Book and attend meetings with the executive of the Foundation Board by September, in regards to the Fossil Fuel Free fund's lack of transparency and obligation to report climate risk of endowments.</li> <li>2. Build awareness amongst the student body and donors through social media campaigns and an online Divestfest.</li> <li>3. Explore law reform options that would disincentivize investment.</li> <li>4. Critique UVic's foundation donation stream through billboard ads, personal outreach, media relations.</li> <li>5. Research and expose the conflicts of interest amongst Foundation Board members.</li> </ol>
A voting seat for students on the Victoria Regional Transit Commission (VRTC).	By conducting thorough research, building strong relationships and support from VRTC members and MLAs, we will successfully lobby Minister Trevana to alter the Transit Act to include a voting seat for students on the VRTC.	<ol style="list-style-type: none"> <li>1. Finish meetings with VRTC members by July 20.</li> <li>2. Book meetings with MLAs by July 25.</li> <li>3. Book meeting with Minister of Transport for October.</li> </ol>	<ol style="list-style-type: none"> <li>1. Attain more information about barriers from VRTC members.                             <ul style="list-style-type: none"> <li>• Revisit the rejected case from the Liberal government.</li> <li>• Garner support on local level: Lobbying meeting with the BC Transit Government Relations Representative.</li> </ul> </li> <li>2. Gain support from MLAs: Lobbying meeting with Carole James, Andrew Weaver and Mitzi Dean.                             <ul style="list-style-type: none"> <li>• Complete lobbying document by September.</li> </ul> </li> <li>3. Organize a lobbying meeting with the Minister of Transport [equip with support from MLAs, VRTC, formal lobbying document].                             <ul style="list-style-type: none"> <li>• Consider getting other student unions across province and municipal leaders to sign a letter of support [or public petition?].</li> </ul> </li> </ol>
Push for an alternative policing response in Saanich and Victoria, and	Improve community safety for students by researching and presenting police department problems on the local level	<ol style="list-style-type: none"> <li>1. Bring well-researched information to decision-makers on the local level.</li> <li>2. Lobby the provincial government to consider</li> </ol>	<ol style="list-style-type: none"> <li>1. Local-level                             <ol style="list-style-type: none"> <li>a. Saanich</li> </ol> <ul style="list-style-type: none"> <li>• Send a disbandment lobby letter to the Saanich Police Board (SPB) by July</li> </ul> </li> </ol>

<p>lobby for provincial policy change.</p>	<p>to decision makers.</p> <p>Successfully shift provincial policy to include greater disbandment specificity and enable reallocation options by researching and presenting the roadblocks and solutions to disbandment options within the Police Act.</p>	<p>disbandment and policy changes.</p>	<p>17.</p> <ul style="list-style-type: none"> <li>● Identify problems within the Saanich Police Department by late August.</li> <li>● Present these problems and propose a series of solutions to the SPB by September 1.</li> </ul> <p>b. Victoria</p> <ul style="list-style-type: none"> <li>● Lobby the Victoria City Council, VicPD and the Legislature security team to adopt a specific policy of behaviour for rallies before November 2020.</li> </ul> <p>2. Provincial-level</p> <ul style="list-style-type: none"> <li>● Lobby the provincial government to consider disbandment options and make recommendations about the Police Act before October 2020.</li> <li>● Garner support from other student unions and impacted communities, such as BIPOC and folks with disabilities.</li> </ul>
<p>Dismantle rape culture and reduce sexualized violence (SV) both online and in-person across the province.</p>	<p>If we educate our target audiences through engaging, yet nuanced and informative social media graphics and events, we will prevent SV, support survivors and increase the number of conversations students have about consent and sexualized violence.</p> <p>If we harness the LGC's resources and institutional knowledge, we will be able to spread our campaign across the province and educate a greater number of students about SVP.</p> <p>If we focus a greater portion of our time on targeted messaging and outreach, we will more effectively reach our target audiences.</p>	<ol style="list-style-type: none"> <li>1. Expand the number of LGC campaign partnerships among BC student unions.</li> <li>2. Education through informative, engaging social media graphics and events.</li> <li>3. Work with on-campus partners to improve sexualized violence resources.</li> <li>4. Lobby the provincial government to include minimum standards and implementation policy in Bill-23 by Lobby Days, 2020.</li> </ol>	<ol style="list-style-type: none"> <li>1. Train at least 10 institutions on how to run an LGC campaign on their campus by August 18. <ul style="list-style-type: none"> <li>● Complete LGC rebrand and distribute to all partners by end of October, 2020.</li> </ul> </li> <li>2. Awareness and outreach: <ol style="list-style-type: none"> <li>a. Reach at least 200 students in our target audience through Sexualized Violence Awareness Week by the end of September 2020.</li> <li>b. Roll out the LGC rebrand on our campus by December, 2020.</li> </ol> </li> <li>3. Improve on-campus resources: <ol style="list-style-type: none"> <li>a. Provide feedback and promote OSL's consent and bystander training before early September.</li> <li>b. Co-Lead SVSEC, including monetary and non-monetary support.</li> <li>c. Host at least one additional event with the Sexualized Violence Special Events Committee before May 1, 2021.</li> </ol> </li> <li>4. Work with RCM and MOCO to draft lobby documents, in consultation with other SUs. <ul style="list-style-type: none"> <li>● Meet with UBC AMS and SFSS to prepare lobby documents and to practice lobby meeting roles.</li> </ul> </li> </ol>

Image 2: Timeline illustrating goals and associated tactics



# Student Affairs

**Main Challenges:**

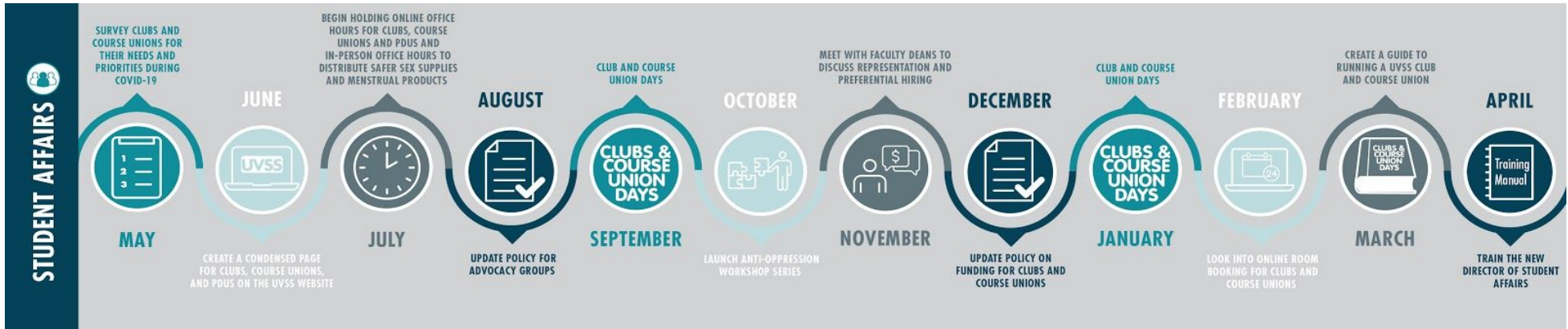
- Distance learning and physical distancing make council meetings to distribute funds and clubs and course union (C&CU) days extremely difficult.
- Programming for C&CU and advocacy groups will look very different this year and the portfolio will have to adapt accordingly.

Goals	Strategy	Objective	Tactic
An ideal you want to achieve.	An approach you take to achieve a goal.	A measurable step you take to achieve a strategy.	A tool you use to pursue your objective.
Foster anti-oppression at the UVSS and within the community.	Increase institutionalised anti-oppressive programming.	<ol style="list-style-type: none"> <li>1. Have three workshops finalised and scheduled by August 25th.</li> <li>2. Begin social media branding by September 1st.</li> <li>3. Launch social media campaign by end of September.</li> <li>4. Make a shortlist of alternative rules of order by September 28th and present to Advocacy Relations Committee (ARC) and Policy Development Committee (PD).</li> </ol>	<ol style="list-style-type: none"> <li>1. Create three workshops on anti-oppression topics that can be run and updated every year.</li> <li>2. Informalise Robert's Rules and research alternative systems.</li> </ol>



<p>Support advocacy groups by providing them with more comprehensive and customized policy guidelines.</p>	<p>Create advocacy groups policy to clarify budgeting process, mandatory governance structures, and safer spaces processes.</p>	<ol style="list-style-type: none"> <li>1. Build the Table of Contents by July 14.</li> <li>2. Survey advocacy groups' boards and coordinators about what they'd like to see in a policy by August 6.</li> <li>3. Bring draft to coordinators meeting by August.</li> <li>4. Pass through ARC.</li> <li>5. Pass at UVSS Board level by December 1.</li> </ol>	<ol style="list-style-type: none"> <li>1. Attend coordinators' meeting.</li> <li>2. Conduct one-on-one conversations and check-ins with coordinators.</li> <li>3. Review other policy (BoD) to include relevant sections.</li> <li>4. Consult and collaborate with relevant groups and individuals including ARC and PD.</li> </ol>
<p>Help future Directors of Student Affairs acclimate to their role faster to better support students and groups.</p>	<p>Increase knowledge transfer between outgoing and incoming Dir. Student Affairs.</p>	<ol style="list-style-type: none"> <li>1. Update the training manual at least once a month.</li> <li>2. Create the Google Drive folders.</li> <li>3. Create email folders Deadline: April 30, 2020.</li> </ol>	<ol style="list-style-type: none"> <li>1. Designate the first of each month, and set up a corresponding alert in the UVSS Google Calendar (GCal), to update the training manual.</li> <li>2. Keep meeting notes.</li> <li>3. Organise emails in logical folders.</li> <li>4. Store and organise important documents in secure Google Drive folders.</li> </ol>
<p>Support clubs, course unions, and their members by making the process for distributing club and course union funds clearer and more efficient, mandating sexualised violence prevention training, and establishing online room booking.</p>	<p>Update clubs and course unions policies and registration process.</p>	<ol style="list-style-type: none"> <li>1. Update the funding process in Clubs and in Course Union policies by August 15th and pass through Club Council and Course Union Council before bringing to the BoD.</li> <li>2. Add a question to the registration form that categorises clubs and course unions by theme.</li> <li>3. Look into an online system for room bookings.</li> <li>4. Integrate Club and Course Union programming and events to UVSS Calendar Deadline: September 1.</li> </ol>	<ol style="list-style-type: none"> <li>1. Consult and collaborate clubs and course unions.</li> <li>2. Organise clubs and course unions by theme.</li> </ol>
<p>Maintain active participation and quorum at Clubs Council, Course Union Council, and ARC.</p>	<p>Conducting outreach, social media campaigns, and check-ins with relevant groups and individuals.</p>	<ol style="list-style-type: none"> <li>1. Regularly meet quorum at ARC by January.</li> <li>2. Regularly meet quorum at Clubs Council and Course Union Council in times of the year when participation is historically low.</li> </ol>	<ol style="list-style-type: none"> <li>1. Schedule regular meetings and send email reminders.</li> <li>2. Advertise committee meetings and times.</li> <li>3. Ensure agendas and minutes are available on the UVSS website.</li> <li>4. Ensure that these meetings are accessible.</li> <li>5. Include C&amp;CU meetings and events on the UVSS website calendar.</li> </ol>

Image 3: Timeline illustrating goals and associated tactics



# Events

## Main Challenges:

- In-person events will have to be drastically changed to maintain account for social distancing and prevent COVID-19 transmission prevention.
- Brainstorming and planning events is more challenging online.
- COVID-19 has reduced or eliminated alternative income streams, which offset big budget events.

<b>Goals</b> An ideal you want to achieve.	<b>Strategy</b> An approach you take to achieve a goal.	<b>Objective</b> A measurable step you take to achieve a strategy.	<b>Tactic</b> A tool you use to pursue your objective.
Continue decolonization efforts throughout the year.	Increased collaboration between portfolios, as well as with on and off-campus groups.	<ol style="list-style-type: none"> <li>1. Anti-oppression workshops throughout the year for students to attain decolonizing information , values, and lessons.</li> <li>2. Support events in the community that centre decolonization and anti-racism.</li> </ol>	<ol style="list-style-type: none"> <li>1. Work with the Director of Student Affairs, and Director of Campaigns and Community Relations, to facilitate these workshops by September, and have them be recurring for the remainder of the year.</li> <li>2. Work with local activists and organizations to collaborate and highlight their current work and events, or incorporate them into events of our own.</li> </ol>
Ensure events are available to	Conduct events both in-person	1. Ensure Campus Kick Off (CKO) incorporates both	1. Collaborate with OSL, and Athletics and Rec. This will allow for UVSS events

on- and off-campus students due to COVID-19 disruptions.	and online. Maintain a balance of online and in-person events.	online and in-person events. 2. Stream Bands on the Roof live online.	to gain publicity, attention, resources, and participation.
Increase end satisfaction from participants in events.	Reach out to event participants.	1. Use the event metrics worksheet. 2. Put as many of these emails into an email list which would contain a survey about satisfaction post-event, and also have areas for feedback and questions.	1. Track event metrics and participant email sign-ups. 2. Create a survey with multiple questions that ask about the effectiveness, fun, and satisfaction levels, as well as leave spaces for them to ask questions of their own, or leave feedback.
Improve transition between incoming and outgoing Directors of Events, to ensure events can go smoothly, and reduce events cancellations/Directors burning out.	Create a monthly self-reflection form, which future Directors of Events can fill out, highlighting the things that they did tied with the issues they had completing those tasks.	1. Create a form, and use it for the remainder of the board term, as reference to the successes and failures of each respective month. 2. Create a similar form for the Events portfolio DaLs, for them to fill out to pass off to future Event DaLs, as well as leave a section for feedback from DAL to Lead.	1. Update the training manuals to include specific failures and struggles. Not just things that need to be done in order to succeed, but describe the challenges personally experienced. 2. After reading DAL feedback, take it into account and turn it into monthly action items. 3. Compile all this information into a google drive folder, and include it in Director of Events training.

Image 4: Timeline illustrating goals and associated tactics



# Outreach and University Relations

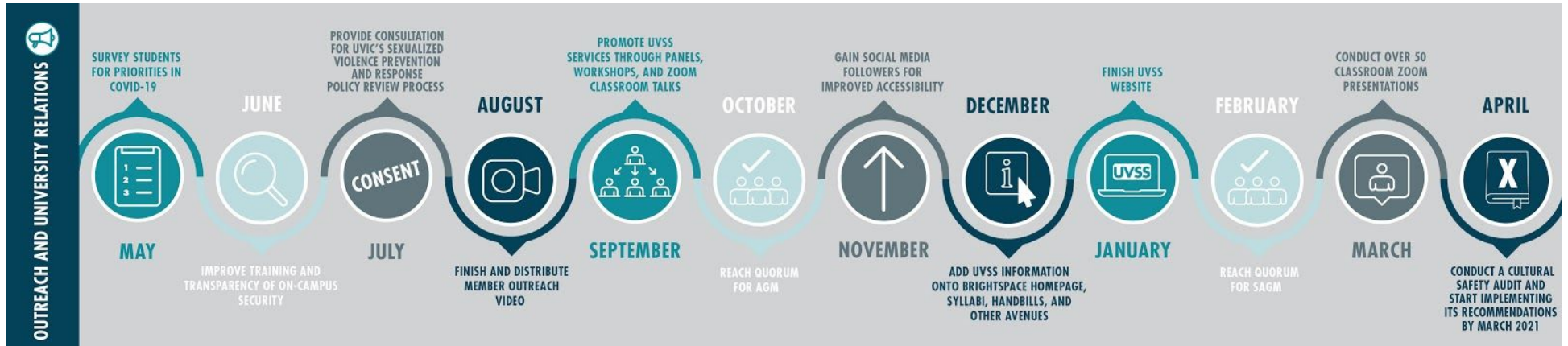
## Main Challenges:

- Physical distancing makes regular outreach such as canvassing and tabling infeasible, leaving social media as the main way to connect with students.
- Bringing students to our social media platforms will be a major barrier, and regular collaboration with UVic social media will be necessary.

<b>Goals</b> An ideal you want to achieve.	<b>Strategy</b> An approach you take to achieve a goal.	<b>Objective</b> A measurable step you take to achieve a strategy.	<b>Tactic</b> A tool you use to pursue your objective.
Reach and engage as many students as we can.	More personable and relevant social media content.  Focus on informational/educational efforts to help members understand the UVSS and its services.	<ol style="list-style-type: none"> <li>1. Reach quorum at October AGM and February SAGM.</li> <li>2. Add UVSS information onto the Brightspace homepage (partnering with the Office of Student Life) by December.</li> <li>3. Increase the size of our email list by 1000 by April 2021.</li> <li>4. Increase both Facebook and Instagram followers by 1000 by April.</li> <li>5. Have 1500 annual survey participants and have 60% of students know that all profits from the SUB businesses support advocacy, services and events for students.</li> <li>6. Finish UVSS website by January 2021.</li> <li>7. Conduct 50 informational zoom classroom talks by March.</li> <li>8. Have at least one survey per semester to gauge student priorities. conduct preferred lobbying/service changes as indicated by members.</li> </ol>	<ol style="list-style-type: none"> <li>1. Promote prizes for attendance. <ul style="list-style-type: none"> <li>- Dedicate \$300 for boosting ads/prizes.</li> <li>- Broadcast email (USEC).</li> </ul> </li> <li>2. Meet with the director of LTSI and with the Office of Student Life (OSL) to advocate for UVSS information on Brightspace.</li> <li>3. Collect emails during orientation and other back to school programming (for subsequent emails).</li> <li>4. Create monthly 1-minute videos by directors detailing new services. <ul style="list-style-type: none"> <li>- Dedicate \$50/month to boost posts.</li> </ul> </li> <li>5. Ask Studentcare if we can advertise our services via their emails.</li> <li>6. Work with UVSS Graphics on a bi-weekly basis to update sections of the UVSS website.</li> </ol>
Increase awareness of supports during COVID-19 and beyond.	Through social media and discussions with students, the Director of Outreach and University Relations will increase awareness of supports to members during COVID-19 and beyond.	<ol style="list-style-type: none"> <li>1. Work closely with affiliated and advocacy groups within the UVSS to advertise UVSS programming to members.</li> <li>2. Meet monthly with CAL, the Wellness Centre, and the Office of Student Life to promote student wellness through accessibility services, health programming, workshop and student engagement opportunities, and the new 24/7 line "SupportConnect."</li> <li>3. Conduct 50 Zoom classroom talks by March.</li> </ol>	<ol style="list-style-type: none"> <li>1. Advertise UVSS services on social media through weekly informational posts from August through April <ul style="list-style-type: none"> <li>- Contact advocacy and affiliated groups monthly to determine opportunities for collaboration and joint outreach.</li> </ul> </li> <li>2. Contact CAL, the Wellness Centre, and OSL to promote student wellness through accessibility services, health programming, workshop and student engagement opportunities, and "SupportConnect."</li> <li>3. Work with Member Outreach Committee and MOCO to create the script and schedule these classroom talks, respectively.</li> </ol>
Decolonize and deinstitutionalize the UVSS and UVic to create a safer environment for	Work towards a safer and more inclusive UVSS and community for marginalized groups through consultation and anti-racist work.	<ol style="list-style-type: none"> <li>1. UVSS <ul style="list-style-type: none"> <li>- Remove or significantly de-institutionalize Robert's Rules by February 2021.</li> <li>- Conduct a cultural safety audit and start implementing its recommendations by March 2021.</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>1. Work with the Director of Student Affairs to consult ARC to determine a preferred process for removing and replacing Robert's Rules, conducting cultural safety audit and the implementation of its recommendations.</li> <li>2. Lobby OSL to promote crisis training for CLs.</li> </ol>

members.		<ol style="list-style-type: none"> <li>2. UVic <ul style="list-style-type: none"> <li>- Support the anti-racism movement on campus through information-gathering and lobbying.</li> <li>- Implement crisis training for Residence Community Leaders (CLs).</li> <li>- Work with Campus Security to promote trauma-informed programming by September 2020.</li> </ul> </li> <li>3. Lobby the municipal, provincial, and federal governments and university to advocate on behalf of marginalized members including but not limited to BIPOC and LGBTQ+ students in issues relating to housing, security, and other supports throughout this term.</li> </ol>	<ul style="list-style-type: none"> <li>- Lobby Director of Campus Security for improved training and transparency of CSEC activities.</li> <li>3. Set up meetings with mayors, MPs and MLAs to discuss their equity and anti-racism initiatives.</li> <li>- Consult UVSS advocacy groups.</li> </ul>
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Image 5: Timeline illustrating goals and associated tactics





# International Student Relations

## Main Challenges:

- Many diverse communities have multiple, and sometimes competing, interests, which are difficult to consolidate.
- New portfolio and not widely known. Need extensive outreach to raise awareness of this portfolio.

Goals An ideal you want to achieve.	Strategy An approach you take to achieve a goal.	Objective A measurable step you take to achieve a strategy.	Tactic A tool you use to pursue your objective.
Form a united community.	Make the international student relations portfolio fun, inclusive and interesting.	<ol style="list-style-type: none"> <li>1. Plan monthly inclusive events for international students.</li> <li>2. Host one larger semesterly event.</li> <li>3. Draft posts with different partners to promote the international community in UVic and their work.</li> </ol>	<ol style="list-style-type: none"> <li>1. Closely work with UVic International Student Services (ISS) and the Global Community for cross promotional social events.</li> </ol>
Make ISR accessible to most international students.	Create awareness about and interest in the portfolio.	<ol style="list-style-type: none"> <li>1. Promote the portfolio on social media at least once a month.</li> <li>2. Update BoD International Student Relations (ISR) Committee policy to make it more inclusive and into a forum for international students to communicate their needs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Expand the terms of reference in Board of Directors policy.</li> <li>2. Provide posts in many different languages.</li> <li>3. Have meetings at different times of the day.</li> </ol>
Leverage other funded departments to increase revenue.	Cross-portfolio collaboration.	<ol style="list-style-type: none"> <li>1. Share interests with other portfolios to work together on combined projects.</li> <li>2. Find alternative revenue streams.</li> </ol>	<ol style="list-style-type: none"> <li>1. Work with different portfolios and incorporate their events and goals into ISR and vice versa.</li> <li>2. Investigate options for sponsorship or external collaboration.</li> </ol>

Image 6: Timeline illustrating goals and associated tactics



## Our Communications Strategies

This year we plan on using multiple types of media to communicate our goals and the progress we make towards them.

1. **Strategic planning document:** This strategic planning document has been made simpler, specific and more accessible so all our members can see our detailed portfolio plans without having to filter through department and business goals.
2. **Strategic goals timeline:** Our strategic goals and tactics timelines are visually appealing and direct. They will not only serve as an accountability mechanism but also as an outreach tool to provide updates to our members through social media posts.
3. **Website revamp:** Our website is often the first point of contact for our members, and during COVID-19, an increased number of members will be seeking out information online. In response, our website is undergoing a complete overhaul, including streamlining information and optimizing several key navigation features.
4. **Videos and infographics:** Many times busy students don't have time to review documents and ask questions, so we are planning on coming out with videos throughout the year to describe what the UVSS is, how our finances work, and Directors' specific initiatives.

## Summary

The UVSS is a not-for-profit social enterprise that seeks to provide a common framework within which students communicate, exchange information, and share experiences, skills or ideas. Although the mission, vision and values of the organization remain unchanged, each Board develops unique yearly priorities and initiatives. However, no matter who is elected, the goals always remain intrinsically connected to the concept of effective student governance — that the UVSS is run by and for students.

This year, the UVSS Board has a wide range of priorities. However, none of them can be achieved without active members. The Board intends to increase student involvement at every level of our decision-making process to expand the effectiveness of the work that we do. The strategic plan is an external document that seeks to demonstrate the commitment each portfolio lead has to involve all students. The UVSS can accomplish its goals if all stakeholders work together to execute and realize this plan.

**If you have any questions or comments about the UVSS' Strategic Plan, or are interested in receiving updates on our progress, follow us on social media (Facebook, Instagram, and Twitter), or email the Director of Finance and Operations at [finance@uvss.ca](mailto:finance@uvss.ca).**