



2021-2022 UVSS STRATEGIC PLAN



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TERRITORY ACKNOWLEDGEMENT

The UVSS Board recognizes the beauty, strength and knowledge of Indigenous peoples across Turtle Island. We especially acknowledge the WŚÁNEĆ and Lək̓ʷəŋən peoples on whose lands we work, learn, and organize on. This land is unceded and stolen.

As a non-profit, social justice based organization, it is our responsibility to align our work, actions, and mission with the value of decolonization and center Indigenous self-determination. As students we are working towards creating a healthier future , and that can only happen once justice has been achieved. We recognize that learning our history on these lands – both individually and collectively – is an important first step.

We recognize the role we play, within the layered systems of societal colonialism broadly, and UVic as a colonial institution specifically. We thus commit to moving beyond land acknowledgements to actions that foster decolonization in our communities.



About the UVSS

What is the UVSS?

All undergraduate students at the University of Victoria are members of the University of Victoria Students' Society (UVSS). Founded in 1964, the UVSS is a social justice based non-profit run by students, for students. The UVSS is separate from the University and runs a successful social enterprise that includes nine unique businesses. The UVSS also provides advocacy, representation, services, and events for its members and works on issues affecting students, such as post-secondary funding, public transit, sexualized violence, campus sustainability, student employment, and affordable housing.

Why is the Strategic Plan important?

A strategic plan provides a sense of direction and outlines measurable goals. Strategic planning is a tool that is useful for guiding day-to-day decisions and also for evaluating progress and changing approaches when moving forward.

This year, the strategic plan lays out important criteria for growth and development of the UVSS. This year, the board has planned to introduce new services for the benefit of our members and has plans to expand on already existing services and campaigns. The board has set important goals on making the UVSS more accessible for our members as well as working with staff more closely to benefit the members.

MISSION

Our mission is to be a leader in providing high-quality accessible services, advocacy and events that enhance the student experience, and to build a campus community that embodies our values.

VISION

Our vision is to see full student engagement in our core components of advocacy, events, services, businesses and society governance.

VALUES

Our values are what we stand for. They underline everything that we do and guide how we make decisions, perform our work and work with each other. These values are the primary driving forces behind all that we do:

- **GOOD GOVERNANCE** We take our responsibility to ensure the long-term stability and health of your students' society very seriously. To us this means ensuring participatory democracy and transparent decision-making, being prudent and judicious with your student fees, and being accountable for our actions.
- **SERVICE** Service to students is why we exist. Our student-centered approach drives us to provide services that are high-quality, relevant, and meaningful to students. We provide essential services to all members of the UVSS: The extended health and dental

plan, the U-PASS, Peer Support Centre, and the Food Bank and Free Store.

- **EXCELLENCE** We aim to be a leader not just among student societies, but among non-profits – and we pursue this goal through excellence. To us that means driving innovation, promoting a learning culture, investing in our people, and by taking a compassionate approach to everything that we do.
- **ENVIRONMENTAL SUSTAINABILITY** We recognize the urgency of the climate crisis and are committed to doing our part. We work to reduce the environmental impact of UVSS operations and support sustainable initiatives that are relevant to students. We strive to be climate justice leaders that set an example for our members, UVic, and the greater community. We recognize that the climate crisis intersects with existing structures of oppression and acknowledge anti-racism and decolonial work as essential components of climate justice.
- **DECOLONIZATION** Our campus resides on the unceded and unsundered land of the Lekwungen people, including the Esquimalt, Songhees, and WSÁNEC Nations. We are committed to holding our institutions accountable to reconciliation and decolonization by challenging systems and practices that oppress Indigenous peoples. We aim to elevate Indigenous voices and perspectives by confronting colonial norms and frameworks. We will continually educate our members, create open dialogue, and take action to dismantle colonial systems. We aim to elevate all First Nation, Inuit and Metis peoples – including but not limited to women, girls and queer/Two-Spirit folks – that continue to experience ongoing systems of oppression that interlock with and originate from colonialism, such as racism, sexism, homoantagonism, transantagonism, ableism, and others.
- **SOCIAL JUSTICE** Whether we are advocating for student issues or putting the profits from our businesses back into services for students, the UVSS works every day to ensure no person is left behind. Promoting social justice means supporting, uplifting and providing services to students and student-led organizations on campus that centre issues of equity; this includes, but is not limited to, confronting racism, sexism, transphobia, homophobia, ableism, colonialism, and all other discriminations and/or systems of oppression. We work with campus and community partners to raise awareness and empower students to create change.
- **FUN!** We value fun in everything that we do. To us that means creativity, passion, spirit, lightheartedness, and not being institutional. Campus should be a fun place to be and students should feel excited and engaged about the work their students' society does.

CAMPAIGNS AND COMMUNITY RELATIONS

Robin Pollard (she/her) **Director of Campaigns and Community Relations**

Hailey Chutter (she/her) **Director-at-Large - Campaigns**

Kritika Gupta **Director-at-Large - Campaigns**

Section 1: Who owns this portfolio? How to get involved?

The Campaigns portfolio drives change demanded by students within the University. The main stakeholders for each campaign are students. Further partnerships and stakeholders for specific campaigns are recognized below:

- **Shift Our Campus**
- **Let's Get Consensual** (partnered with the Anti-Violence Project (AVP))
- **Make Transit Work**(partnered with the Transit Coalition)
- **ReThink Mental Health** (partnered with thePeer Support Centre, UVic Office of Student Life (OSL), Student Wellness Centre).
- **Safer Use** (partnered with the Harm Reduction Centre).
- **Get Out The Vote**
- **Rent With Rights**
- **Divest UVic**

Decisions are made in consultation with the Campaigns Committee, where students and advocacy groups can raise issues. Portfolio-driven decisions are pre-planned, ongoing, structural, or generalized issues that arise from a campaign goal and are organized and implemented by the standardized portfolio decision-making processes. Once an issue is presented to the Campaigns portfolio – either member or portfolio driven – the Campaigns Director and DALs will review relevant policy and UVSS values, collaborate with those affected by the issue and will discuss with the Campaigns Committee.

Campaigns is in a unique position because this portfolio inherits long-running campaigns started by previous Directors of Campaigns. The incumbent Director of Campaigns has to decide which campaigns to run because they don't have the capacity or time to run all campaigns all year. As such, this portfolio must perform cost-benefit analyses, survey student interests and needs, and assess levels of capacity and resources. The Director of Campaigns remains accountable choosing which campaigns will run for the given term.

Section 2: Issues

Rape culture persists at the University of Victoria - The Let's Get Consensual (LGC) campaign aims to create a campus that is safe for survivors of sexualized violence and where sexualized violence and rape culture do not exist. This issue relates back to structures of colonization and is a result the naturalization of rape culture including language use and the idea that sexualized violence is inevitable and expected. LGC rebranded in 2020, creating opportunities to expand this campaign.

Mental health resources are not accessible to all students - Many students are suffering from COVID-related anxiety and other mental health issues and they either don't know how to access resources, or do not have the resources necessary for their specific needs. This is especially relevant with racialized and/or marginalized members of the campus community due to pre-existing systemic barriers and oppressions. In the past, this campaign has included: advocacy for more holistic mental health services, partnering in UVic's Wellness Week, the formation of a BIPOC resource hub, the implementation of Support Connect to complement counseling services, a DAL project called Wellness Wednesday, and increased collaboration with the Peer Support Centre.

UVic's foundation of colonialism and capitalism - The racism and marginalization faced by students of colour is a symptom of the colonial and capitalistic infrastructure of broader society, which is embedded in the university as an institution and into all aspects of campus life. This racism and discrimination intersect with other systems of power and marginalization, including but not limited to ableism, homophobia, sexism, misogyny, transphobia, and ageism. Past efforts to combat discrimination include adding sustainability and decolonization to UVSS values in 2020.

UVic is still invested in fossil fuels - For the last eight years, Divest UVic has organized student campaigning and lobbying tactics to push for full University divestment by 2025. On February 2, 2021, UVic announced their plan to divest the \$256 million dollar Working Capital Fund. Despite this, the UVic Foundation still has over \$440 million invested in fossil fuels. The 2021 UVic Climate Plan Engagement Survey received overwhelming results from students expressing their concerns for UVic's financial investments. Many students are worried about the irresponsible unethical financial decision-making of the UVic Foundation, especially since their investments in resource extraction are directly linked to the violence and murder of Indigenous women, girls, and Two-Spirit peoples.

Section 3: Primary Goals

A world where rape culture does not exist

SMART Goal: To destabilize campus rape culture by working with the University to create stronger institutional accountability and by continuing public-facing campaign engagement with UVSS members.

1. Rape culture still exists. UVSS should take a stand to challenge and change our university culture to one of consent.
2. **Values:** Social Justice and Decolonization.
3. LGC communications must centre transparency and consent in order to support survivors, engage perpetrators of sexualized violence, prompt political actions, and to have meaningful collaboration between AVP, UVic, the OSL, the UVSS, and LGC partners.

A health- and wellness- centred campus that can adequately support marginalized or racialized students

SMART Goal: To create a university culture in which individuals feel safe seeking health and wellness support, especially those of equity seeking identities, as we return to being in person and on campus.

1. Many BIPOC folks do not feel supported or safe on campus¹ and students experience anxiety at returning to campus.
2. **Values:** Service, Social Justice, Decolonization, Fun and Excellence.

¹ BIPOC Mental Health Survey and Focus Groups Recommendations, published in 2020 by Pride, the UVSS and the Students of Colour Collective

3. Close collaboration with UVSS advocacy groups , affiliated groups and students.

A learning environment for students in which they feel represented by faculty and staff.

SMART Goal: Campus awareness of how discrimination based on sexuality, gender, ableism and the racialization of people manifests, impacts, and shapes student life at UVic.

1. Racialized and marginalized students continually face racism and discrimination on campus which leads to negative mental health outcomes, lack of safety and insufficient support from mainly white professors, as expressed by students in a 2021 survey.²
2. **Values:** Social Justice and Decolonization.
3. Ongoing, transparent and consensual collaboration with UVSS advocacy groups, UVic students and BIPOC faculty and staff. Other important actors: the UVic admin, health and counselling services, Student Affairs, University staff, and the Students Open Forum Against Racism.

Global divestment from fossil fuel and reinvestment in community

SMART Goal: UVic Foundation Board to commit to full divestment from fossil fuels by 2025.

1. Currently students are concerned with the ethical and moral considerations of being associated with an institution that is invested in fossil fuels.
2. **Values:** Good governance, Sustainability, Service and Social Justice
3. The Divest campaign's key stakeholders: students and UVSS advocacy groups, the UVic Foundation, UVic admin, the surrounding community and local organizations such as mutual aid groups, Indigenous Land Defenders and social justice groups.

Section 4: Strategies & Tactics

Goal: To destabilize rape culture on campus by working with the university to create stronger institutional accountability to students and by continuing public facing campaign engagement with UVSS members.

Strategy:

1. Social media communications and campaigning.
2. Increased, accessible, and diverse messaging.
3. Increase member awareness of the LGC campaign through greater public-facing engagement.
4. Collaborate with advocacy groups to improve reporting processes on campus.
5. Continually engage in meaningful consultation and collaboration.

Tactics:

1. Collaborating with the Office of Student Life on implementation of high quality, community-based, and survivor-centric mandatory consent training for first years starting in September 2021 (initially online, and moving in-person within two years).
2. Work with AVP on a review of all UVic consent training and work on recommendations to improve the modules and facilitated training.
3. Work closely with student societies to have consistent policy and lobby asks (specifically with regards to lobbying for a cohesive level of safety and minimum standards to strengthen provincial Act 23, the Sexual Violence and Misconduct Policy Act).

² In response to students reporting experiences of race-based harm inside and outside the classroom to UVSS Directors, global movements such as Black Lives Matter (BLM), as well as anti-Asian hate and ableism during the COVID-19 pandemic, the UVSS launched an Anti-Discrimination Campaign and disseminated an Equity, Diversity and Inclusion (EDI) survey to undergraduate students.

Goal: *To create a university culture in which individuals feel safe seeking wellness support, especially those of equity seeking identities, as we return to being in person and on campus*

Strategy:

1. Student engagement: Student surveys and focus groups.
2. Government lobbying to increase provincial services and funding.
3. Creation and sharing of resources and supporting materials.

Tactics:

1. Work with the university and Peer Support Centre to make existing resources more accessible.
2. Lobby provincial government to expand the Here2Talk service to encompass trauma-informed services such as multi-session counseling.
3. Explore student interest for community care (maybe workshops or themed focus groups).

Goal: *Create a wider campus community consciousness of how systemic discrimination³ manifests, impacts, and shapes student life at UVic in order to create a learning environment for students in which they feel represented by, and are able to identify with, the faculty and staff.*

Strategy:

1. Outreach, community-based research, and communications through student focus groups, surveys and social media.
2. Creation and sharing of resources and supporting materials with faculty, admin, students and staff.
3. Interviews and meetings with staff and faculty.
4. Continually reflect on the ways this campaign can grow and expand in reach and in intersectionality.

Tactics:

1. Survey students in the summer and fall with an emphasis on the effects of anti-Asian discrimination.
2. Coordinate student focus groups.
3. Interview and meet with faculty and staff.
4. Release a report and ongoing materials that recognize and amplify the voices of historically marginalized students and the ways they are continually affected by systemic barriers.
5. Continually collaborate with advocacy groups.

Goal: *UVic Foundation Board to commit to full divestment from fossil fuels by 2025.*

Strategy:

1. Support the leadership structure changes within the Divest Campaign working group.
2. Maintain strong messaging and communications.
3. Keep tabs on BOG divestment accountability.
4. Continue garnering student support.





Tactics:

1. Continuing relationship with President Kevin Hall and UVic Faculty.

³ Systemic discrimination includes but is not limited to intersectional oppression based on sexuality, gender constructions, ableism and racialization.

2. Push UVic's government relations department to include more comprehensive climate crisis recommendations.
3. Collaborate with other major Canadian universities to pressure all levels of government.
4. Member outreach, attention grabbing events and rallies to increase student involvement and media relations.
5. Amplify student voices.

Section 5: Timeline for Goals

| GOAL | SHORT TERM (<6 month) | MID TERM (6-8 months) | LONG TERM (>8 months) | ONGOING/ CONTINUOUS |
|---|---------------------------------|---------------------------------|---|---|
| To destabilize rape culture on campus by working with the university to create stronger institutional accountability to students and by continuing public facing campaign engagement with UVSS members. | | | |  |
| To create a university culture in which individuals feel safe seeking wellness support, especially those of equity seeking identities, as we return to being in person and on campus. | | |  | |
| Create a wider campus community consciousness of how systemic discrimination manifests, impacts, and shapes student life at UVic. | | | |  |
| UVic Foundation Board to commit to full divestment from fossil fuels by 2025. | | |  | |

Section 6: Scorecard

To destabilize rape culture on campus by working with the university to create stronger institutional accountability to students and by continuing public facing campaign engagement with UVSS members.

Metrics:

- Organize a successful Sexualized Violence Awareness Week [begin organizing in June with campus partners in the SVSEC, with SVAW happening September 20-24] and measure success by circulating a survey to event participants.
- Create a working group with AVP and OSL to review and implement materials for the mandatory consent training and “Tools for Change” courses.
- Plan LGC social media content with AVP [Summer] to have a successful social media campaign during the school year.

To create a university culture in which individuals feel safe seeking wellness support, especially those of equity seeking identities, as we return to being in person and on campus.

Metrics:

- Have an effective and revamped BIPOC Resource Support Hub on the UVSS page.
- Successfully run, in collaboration with PSC and/or SWC, two mental health workshops on various relevant issues.
- Run a wellness workshop during Wellness Week [January 2022].

Create a wider campus community consciousness of how systemic discrimination manifests, impacts, and shapes student life at UVic.

Metrics:

- Successfully release a report directed to the UVic administration about the effects that racism has on students and faculty at UVic [September]
- Survey those commonly coded as Asian and/or affected by anti-Asian racism [by mid summer] to properly address mental health and safety needs of those who identify as Asian upon the return to campus in the fall.
- Disseminate a BIPOC Mental Health Survey in the fall [September] in collaboration with SOCC and UVic Pride.
- Rework the BIPOC Support Hub on the UVSS website to begin addressing the gaps in the survey results.
- Work on an outward facing campaign through social media that can raise awareness about student concerns.
- Organize a campaign name [by July] and campaign graphics [by August] and other necessary campaign branding.

UVic Foundation Board to commit to full divestment from fossil fuels by 2025.

Metrics:

- Push UVic’s government relations department to include more comprehensive climate crisis recommendations
- Research Negative Screening tactics and create a timeline of success [summer]
- Host multiple rallies and events to gain awareness and increase student involvement and media relations [this could be a Divest Fest event and/or Valentine’s Day event]

- Amplify student voices in our social media, as many students are concerned with the ethical and moral considerations of being associated with an institution that is invested in fossil fuels.
- Create a reinvestment strategy plan [over the year].

EVENTS

Q Roxas(They/Them) - **Director of Events**

Dhruvi Raichada(She/Her) - **Director-at-Large - Events**

Kishal Scholz(She/Her) - **Director-at-Large - Events**

Section 1: Who owns this portfolio? / How to get involved

This portfolio is led by the Director of Events (Dir. Events), Events portfolio Directors-At-Large (DALs), and other members of the Events Committee (EC). Events are guided by UVSS members and informed by the UVSS' mission, vision, and values. Decisions are made in consultation with the EC, although students may propose suggestions to Dir. Events, Events DALs, and EC directly. Before delivering an event, members of Events Committee will prioritize:

- Reflecting the UVSS' mission;
- Ensuring ideas are feasible;
- Evaluating member interest in potential events and activities;
- Completing a cost-benefit analysis;
- Meaningfully consulting with relevant groups and individuals;
- Thoughtfully determining timelines, costs, and feedback/evaluation;
- Considering licenses, security, safety, accessibility, marketing, and graphics.

Section 2: Issues

Student involvement and variety of events - Members may be concerned that events are made without student consultation, ideas, or feedback. Additionally, some students may be concerned that events are unappealing, too serious, or too politically charged, while others are concerned that events are exclusively parties, not inclusive enough, or that they do not reflect the interests of underserved communities. Finally, students may not know that the Events Committee is an open committee that they are welcome to participate in.

Inclusivity & diversity - Events have not always been inclusive and accessible. For example, Bands on the Roof has featured predominantly white men. Additionally, UVSS events have historically failed to respond to sociopolitical movements, except the events hosted by our advocacy and affiliated groups, who work with relatively fewer financial and organizational support.

Accessibility & participation with the return to campus - All events should be as accessible as possible to cater to the communities who are disproportionately affected by COVID-19. The full return to campus also necessitates the Events portfolio to plan engaging, hybrid (a mix of in-person and online), and safe events. Member attendance and participation in the 2021/22 year will be unpredictable and

therefore this portfolio must prepare for multiple types of event delivery and attendance, and potential over- or under-budgeting.

Section 3: Primary Goals

Ensuring food security for all UVSS members including relieving some financial stress

SMART Goal: To host approximately 17 hot lunches throughout the year

- a. Reduces students' costs and stress associated with cooking or finding a convenient meal.
- b. **Values:** Decolonization, Service, Social Justice, Fun.
- c. To implement this community-centred project, partnerships with SUB businesses, advocacy groups, and affiliated groups are essential.

Making the UVSS as accessible, inclusive, and fun as possible

SMART Goal: Build on Book Club to include matching films and BIPOC-only sessions

- a. An educational project to build awareness and solidarity, others can reclaim BIPOC narratives of 'struggle' or 'resilience' and refocus on BIPOC joy and softness.
- b. **Values:** Decolonization, Service, Social Justice, Fun.
- c. Collaborative organization with the Director of Outreach and DALs and ongoing input from advocacy and affiliated groups are necessary to select the book and movie content. Potential partnership with Cinecenta for tech support and streaming services is a possibility for interactive engagement.

UVSS members are aware of, and enthusiastically engage with, all UVSS resources, services, events, and initiatives

SMART Goal: Host Campus Kick Off during the first week back to school which includes Bands on the Roof, Movie in the Quad, and Pancake Breakfast

- a. Campus Kick Off is a reliable and secure part of UVSS/Events branding and is an opportunity to engage with and meet our members, gain volunteers, and increase business and traffic into the SUB businesses and resource hubs.
- b. **Values:** Decolonization, Service, Social Justice, Fun.
- c. Collaborations with Vikes & Thunderfest, all advocacy and affiliated groups. Marketing and promotion through CFUV, Martlet, online social media through Social Media team.

UVSS members enthusiastically engage with a diverse set of UVSS events

SMART Goal: Host a three-part event talent show (tryouts, semi-final, and finale) for "UVic's Got Talent"

- a. Starting the year off with fun, engaging events will increase participation in UVSS, familiarize students with the SUB, and increase sales in SUB businesses (particularly Felicita's)
- b. **Values:** Fun, Service, Excellence.
- c. Felicita's, UVSS Communications and Graphics Departments.

UVSS members actively participate in and contribute to the planning of Events

SMART Goal: Issue two request for proposals for student-led events that align with UVSS values, wherein the selected candidates receive \$500 each

- a. This encourages member participation in the events we hold and supports important work on campus that may not have the necessary resources to be successful on their own. It is a tangible way to support student initiatives that go beyond statements and teach students how to plan events, while decreasing stress and exhaustion for student leaders who scramble to apply for grants or hold fundraisers.
- b. **Values:** Service, Good Governance, Decolonization, Social Justice.
- c. UVSS Communications and Graphics Departments, Felicita's partnership, advocacy groups' social media channels.

Section 4: Strategies & Tactics

Goal: *Host at least 17 hot lunches during the 2021/2022 school year.*

Strategy:

1. Feature at least one student group/SUB business at each event.
2. Comprehensive marketing and branding of the program.

Tactics:

1. Contacting and collaborating with Advocacy Relations Committee (ARC), coordinators of advocacy and affiliated groups, UVSS portfolio committees, and UVic offices such as the Office of Student (OSL), Student Wellness Centre (SWC), and Equity, Human Rights, and Diversity (EQHR).
2. Planning the schedule out with dates and times and ensuring they have the items/banners/swag needed at the table.
3. Marketing and Communications:
 - a. Graphics: consistent branding - ongoing and recognizable logo for events.
 - b. Use the "soft marketing" approach.
 - I. Target people who we want to serve food by partnering with feature advocacy groups.
 - II. Partner shares on their social media (hopefully smaller than UVSS follower count) to limit our audience and target specific populations.
 - III. Mitigates potential that we don't have enough food to serve the amount of people who turn out (bad optics/PR)
4. SUB Kitchen staff will cook meals.
5. Securing location: block off the space and time, and have backup locations
6. Other: reserve tables and tents, ensure seating, make sure recycling, compost and garbage are available nearby.
7. Food waste diversion: Organize and contact local grocery stores for grocery items that will otherwise be thrown out to hand out during the farmer's market style event; coordinate with advocacy groups to have a combined resource hand out for menstrual products, safer sex products, and food products.

Goal: Build on Book Club to include matching films and BIPOC-only sessions.

Strategy:

1. Communicate safety considerations.
2. Determine and collect data on people's interest and capacity.

Tactics:

1. Standardize event description (for Facebook event, website, etc) to feature land acknowledgment and accessibility statement (For example: "This is how we have thought about safety, accessibility, etc... Contact __ with specific requests, comments, and any other questions")
2. Hire a qualified facilitator to safely hold these conversations: UG/grad student, AVP volunteers, Other successful book club, Professors who study relevant material/topics.
3. Gauge interest in intermediate/more advanced sessions by creating a survey then following up with those folks.
 - Do they want to lead a breakout room next time?

Goal: Host Campus Kick Off during the first week back to school which includes Bands on the Roof, Movie in the Quad, and Pancake Breakfast.

- Host pancake breakfast and serve 150–250 people on the Wednesday of the first week of classes.
- Screen one movie in the Quad in partnership with UVic Residence Services on the Thursday of the first week of classes.
- Hire four bands to play for 'Bands on the Roof' on the Friday of the first week of classes.
- Partner with Vikes for Thunderfest and the first soccer game on the Friday of the first week of classes.

Strategy:

1. Market and share UVSS brand, values, businesses, groups, and team.
2. Collaborate with UVSS, UVic and local communities.

Tactics:

1. Tabling and promotion: UVSS Directors and volunteers handout UVSS swag and provide information. UVSS groups such as Native Students Union (NSU), Gender Empowerment Centre (GEM), Society for Students with a Disability (SSD), Students of Colour Collective (SOCC), and UVic Pride offered tabling opportunities at events. Ensure a sufficient amount of signage, set up, swag, and informational handouts to provide clarity and contact information for each group. Offer advocacy groups the option of online zoom sessions instead of in-person tabling.
2. Ask 2-4 vendors to table at CKO to generate additional revenue. Select companies with UVSS' mission, vision, and values as well as members' values in mind such as:
 - VanCity Community Kitchen
 - Shaw and Telus for student wifi and phone deals.
 - Can include smaller, local vendors.
3. Reach out to CFUV and the Martlet for advertising
4. When advertising Vikes' first soccer game, promote SUB businesses as pre- and post-event hangouts (food at SUB eateries and food and drinks at Fel's)

Goal: Host a three-part event talent show (tryouts, semi-finals, and finale) for the Talent show.

Strategy:

1. Comprehensive marketing and branding to encourage high levels of participation and engagement.

Tactics:

1. Tryouts: Create and blast the call for entries on social media and the UVSS website (a week-long open entry for members to send in a video of their talent)
2. Semi-finals: live, online talent contest to be recorded for social media and voting purposes.
3. Finale: live, in-person event and streamed/recorded. Held in Fel's (19+).
4. Marketing: early branding and advertising. Catchy and notable graphics. For the finale, IG or FB live (in addition to proper streaming and recording services). Developing an accessible and interactive way to vote.
5. CFUV: contact Troy and Glen to ensure streaming services.

Goal: Issue two requests for proposals for student-led events that align with UVSS values: one in the fall term and one in the spring term

1. Provide \$500 to each chosen candidate.
2. Host fundraisers in Fel's.
3. Provide prize money to a student-led event that aligns with UVSS values.
4. Reserve two separate nights at Felicita's (Fall & Spring) at which students can enter to host a fundraiser night.








Strategy:

1. Communicate the UVSS'/Events portfolio's commitment to student-led projects and initiatives.
2. Communicate UVSS mission, vision, and values and how that will determine our selection for winners.

Tactics:

1. Create and share a guideline on the types of initiatives/projects we support such as ones that align with our mission, vision, and values, social movements, etc.
2. Partner with Fel's and reserve two evenings to host fundraiser events for the winner.

Section 5: Timeline for Goals

| GOAL | SHORT TERM (<6 month) | MID TERM (6-8 months) | LONG TERM (>8 months) | ONGOING/ CONTINUOUS |
|---|---|--------------------------|---|---|
| Host at least 17 Hot Lunches during the 2021/2 year | | | |  |
| Build on Book Club to include matching films and BIPOC-only sessions. | | | |  |
| Serve 150–250 people at Pancake Breakfast. Host Movie in the Quad. Hire four bands to play for Bands on the Roof. |  | | | |
| Partner with VIKES and UVIC departments for Thunderfest. |  | | | |
| Issue two requests for proposals |  | |  | |
| Host a 3-part event talent show (tryouts, semi-finals, and finale) for the Talent show. | | |  | |

Section 6: Scorecard

Host at least 17 hot lunches during the 2021/2022 school year

This goal will be judged on multiple criteria such as the number/amount of:

- Bowls/meals handed out
- Hot lunches hosted
- Times we partnered with another group
- partners/collaborators
- Food diverted from waste and handed out to students (must count and quantify food)
- FBFS handbills handed out
- Coupons distributed + redeemed
- Members/participants/clients gained by advo group or board services
- Volunteers (Board and non-Board)

Build on Book Club to include matching films and BIPOC-only sessions

This goal will be judged on multiple criteria such as the number/amount of:

- BIPOC-only, or other reserved discussion groups, hosted
- Attendees in each session:
 - Online
 - In person

From exit survey—How many people:

- Experience it as a safe space
- Indicate “would attend again”

Host Campus Kick Off during the first week back to school which includes Bands on the Roof, Movie in the Quad, and Pancake Breakfast.

- Host pancake breakfast and serve 150–250 people on the Wednesday of the first week of classes
- Screen one movie in the Quad in partnership with UVic Residence Services on the Thursday of the first week of classes
- Hire four bands to play for ‘Bands on the Roof’ on the Friday of the first week of classes
- Partner with Vikes for Thunderfest and first soccer game on the Friday of the first week of classes

This set of goals will be judged on multiple criteria such as the number/amount of:

- People served
- Movie attendees
- Bands on the Roof attendees
- Local bands featured
- Expenses mitigated by vendors and UVSS and UVic partnerships
- UVic partnerships
- Members who volunteer
- Board members who volunteer
- Students coming into the SUB from CKO outreach
- Increased September sales at SUB businesses

Host a three-part event talent show (tryouts, semi-finals, and finale) for the Talent show

This goal will be judged on multiple criteria such as the number/amount of:

- Acts that audition
- Votes received for favourite acts
- Views on videos we share of acts that people can vote on
- Attendees at live finale in Fel’s
- Sales increases on finale night in Fel’s
- Responses from feedback survey

Issue two requests for proposals for student-led events that align with UVSS values: one in the fall term and one in the spring term.

This goal will be judged on multiple criteria such as the number/amount of:

- People who enter
- People who engage with winners event/project/initiative/etc
- Money raised at the door for orgs at Fel’s fundraiser
- Students positively impacted from funds provided by RFP

FINANCE AND OPERATIONS

Dipayan Nag(He/Him) - **Director of Finance and Operations**

Nigel Bisnar(He/Him) - **Director-at-Large - Finance and Operations**

Rowan Huff Froese(He/Him) - **Director-at-Large - Finance and Operations**

Section 1: Who owns this portfolio? / How to get involved

Finance and Operations oversees a constellation of different projects and departments. The main drivers for this portfolio are elected directors (Director of Finance and Operations and two Directors-At-Large) as well as the Excluded Managers. Since the day-to-day operations of the UVSS comes under the purview of this portfolio, Finance and Operations oversees important committees such as Personnel Committee and SUB Businesses Marketing Committee. Previously this portfolio also managed the SUB Occupants Committee before its dissolution.

This portfolio is two-fold. As the portfolio in charge of planning and risk assessment for the UVSS, a significant number of decisions are proactively taken within this portfolio, the main purpose of which is to create a pathway for other departments to follow. This kind of decision-making processes are demonstrated in projects such as the strategic plan and budget, or in special interest projects such as long-term sustainability. Most of these decisions have to pass through multiple decision-making bodies before coming to effect.

The other facet of this portfolio is operations where things change on a daily basis. The SUB is not just home to our businesses or board operations but a centre of student life on campus and as such, is in a constant phase shift with the students. This means this portfolio has to make executive reactionary decisions everyday. This portfolio affects student life directly and with immediate effect.

Section 2: Issues

Old and inefficient energy conservation in SUB - The SUB is one of the oldest buildings on campus. The majority of energy inefficiency in the SUB's energy system comes from water heating and space heating. There are, however, opportunities to reduce energy loss in the facility and achieve the 'Complete Carbon Neutral' dream. The major barrier is insufficient funding to initiate energy-saving projects. A projected \$2.5 million surplus is needed to even begin to consider the totality of these energy-saving measures and it is projected to be a long-term and expensive process. In the past, the Board of Directors have spearheaded many projects to reduce the SUB's Carbon Footprint. Last fiscal year, the Board ran a referendum to establish dedicated fees; however, the referendum was unsuccessful as it did not meet quorum, even though a majority voted to approve the funding.

Increased competition from upgraded UVic Dining Facilities - UVic Dining Services is set to open newly renovated facilities in the Fall of 2022. These upgrades pose a significant business risk to the food service providers operating in the SUB. During the coming term, the UVSS needs to develop mitigation strategies for this new competitor. The UVSS has previously faced external competitive threats from businesses such as Mystic Market and Starbucks. Although this increased competition has not resulted in a significant loss in revenue, the various UVSS food services need to maintain their position as an attractive food service provider on the UVic Campus.

Increase the appeal of SUB Businesses - The SUB has a bright and welcoming interior aesthetic that brings pride to our student members. The friendly and welcoming environment provides an attractive atmosphere that brings in a multitude of students who patronize the food vendors and other businesses in the SUB. The increased competition on campus is likely to mean that less people choose the SUB as their preferred hangout location. The Finance and Operations committee is intending to make meaningful changes driven by data and beautification to improve the quality of the SUB building and the business experience. The goal is to attract even more students, staff, alumni and community members to the building so that they may frequent our wide array of services.

Insufficient interaction between the portfolio and students - This portfolio focuses more on the internal management of the UVSS as well as business management and disbursement of fiscal services. This results in significant oversight on specific business needs as well as overall synergy between the businesses and the SUB in general. This also limits the interaction or 'face-time' this portfolio gets with students. This has led to a disconnect between student interest and this portfolio. The only major student input this portfolio receives is from board elections. It is essential that some energy and youth that has been lost from the SUB is gained back.

Business and marketing disconnect - When marketing campaigns are initiated, sometimes it is difficult for the department to get feedback on the effectiveness of the campaign. There is some capacity to run analysis on the sales outcomes of a given campaign; however, this analysis is quite time-consuming, so it cannot be conducted for all campaigns. The SUB Business Marketing Committee may provide leadership as a liaison between the management overseeing the business and the marketing department.

Vacant room in SUB - There is currently a vacant space in the SUB. This space has previously housed an independent business; however, for the past year it has been used as a silent study space. Surveys have been sent out to students for feedback on how the space should be used. The Board of Directors needs to make a final decision on how this space will be permanently occupied. Options include: leasing the space to an independent tenant; starting another business within the UVSS social enterprise; or maintaining the space as a silent study area.

Section 3: Primary Goals

Achieve a Carbon-Neutral SUB by 2040

SMART Goal: To develop a framework with steps to reduce overall energy consumption of the SUB.

1. Climate change is an immediate concern and deeply matters to students. The UVSS can and should lead by example in this regard.
2. **Values:** Good Governance, Sustainability and Decolonization.
3. To implement this project, the Board and Excluded Management play a pivotal role. This project will be further guided by facilities management and consulting firms as well as students.

Create Synergy Between Business Operations and SUB Businesses Marketing Committee

SMART Goal: Run marketing analysis on business campaigns to improve efficiency in our businesses to increase profits

1. A harmonised strategy will increase collaboration and increase footfall at the SUB.
2. **Values:** Good Governance, Service, Excellence.
3. Synergy between the department managers of the Graphics Department and businesses is the goal. The main avenue of this synergy will be created through the FinOps portfolio, the excluded management and support staff.

Increase the appeal of SUB Businesses

SMART Goal: Upgrade technologies of existing business operations | Create a more welcoming atmosphere at the SUB

1. Increased appeal of SUB businesses makes it more attractive to students/customers.
2. **Values:** Excellence and Service
3. The key players will be three groups of people: department managers, Graphics Department and elected leaders, facilitated through the SUB Businesses Marketing Committee.

Identify a business or service to make use of the vacant room

SMART Goal: Acquire an external tenant or a new UVSS Business

1. The vacant space could yield more value to students if it were occupied by a business
2. **Values:** Service, Good Governance, Excellence
3. The key actors in this project will include the excluded managers, the FinOps portfolio, students, the unions, and the potential tenant.

Section 4: Strategies & Tactics

Goal: *To develop a framework with steps to reduce overall energy consumption of the SUB*

Strategy:

1. Comprehensive data-driven, informational report to inform next steps.
2. Fund energy efficiency upgrades and sustainability initiatives.
3. Submit readable and accessible final reports and recommendations to the Board and clearly communicate options to the next Dir. Finance.

Tactic:

1. Develop specific emissions reductions targets with a specified timeframe.
2. Run a referendum to establish a levied fee supporting sustainability upgrades.
3. Establish terms of reference for Ecofoot and implement annual reporting requirements on the progress of sustainability projects.

Goal: Run marketing analysis on business campaigns to improve efficiency in our businesses to increase profits

Strategy:

1. Collect data on business campaigns that can be provided to the marketing department.
2. Increase involvement of the SUB Business Marketing Committee to coordinate.

Tactic:

1. Draw comparisons and analyze January 2020 business data to January 2022 business data.
2. Implement BoD policy on product development.

Goal: Make changes to improve efficiency in our businesses and increase total sales | Create a more welcoming atmosphere at the SUB

Strategy:

1. Explore options to increase the efficiency of SUB Businesses by integrating new technology into the operational practices.
2. Upgrade technologies of existing business operations.

Tactic:

1. Update existing signage systems and digital menus.
2. Consider making aesthetic changes to make the space more welcoming eg paint on some walls

Goal: Acquire an external tenant or new UVSS business

Strategy:

1. Identifying a business or service that is not currently provided, would attract students to the SUB.
2. Reserve funds and create business plans

Tactic:

1. Determine a timeline/date for making a final decision on the occupancy of the available space.
2. Survey SUB users to determine what service or business is not currently provided at the SUB.
3. Initiate a call for proposals for potential business/service providers.
4. Review the proposals in the FinOps Committee and determine what tenant best fulfills the demands of SUB users.

Section 5: Timeline for Goals

| GOAL | SHORT TERM (<6 month) | MID TERM (6-8 months) | LONG TERM (>8 months) | ONGOING/ CONTINUOUS |
|--|--------------------------|--------------------------|--------------------------|------------------------|
| Develop a comprehensive long-term frame work that prioritizes Carbon neutrality in the SUB with steps to fund energy efficiency upgrades and sustainability initiatives. | | | | |
| Run analysis on business campaigns to create synergy between marketing and business operations to increase profitability and outreach. | | | | |
| Make changes to improve efficiency in our businesses and increase total sales. | | | | |
| Create a more welcoming atmosphere at the SUB. | | | | |
| Acquire an external tenant or new UVSS business. | | | | |

Section 6: Scorecard

To develop a framework with steps to reduce overall energy consumption of the SUB

This goal will be judged on 2 crucial criteria:

- Length of time to create and unveil this plan.
- Length of time we can foresee to achieve carbon-neutrality.

Run marketing analysis on business campaigns to improve efficiency in our businesses to increase profits

The criteria to judge this goal are:

- Number of tools identified to track sales volumes and analyse to improve sales.
- Percentage variation of sales from January 2019 period.

Make changes to improve efficiency in our businesses and increase total sales. | Create a more welcoming atmosphere at the SUB.

Criteria for this goal will be:

- Increase in revenue
- Increase in footfall within SUB and all businesses.

Acquire an external tenant or new UVSS business

The benchmark for this goal will be:

- Length of time we take to fill the vacant space.

INTERNATIONAL STUDENT RELATIONS

Joshua Fassnacht(He/They) - **Director of International Student Relations**

Shilpa Parveen(She/Her) - **Director-at-Large - International Student Relations**

Section 1: Who owns this portfolio? / How to get involved

The International Student Relations (ISR) portfolio, representing the international student body at UVic, advocates for necessary changes within the University and UVSS while growing and fostering an empowering, enriching, and welcoming international community at the University of Victoria. The main stakeholders for the ISR portfolio and committee are international students, UVic's International Student Services/Global Community, clubs and course unions, and advocacy groups. Further partnerships and stakeholders include the Society for Students with a Disability, Anti-Violence Project, and Peer Support Centre. The work of this portfolio is supported by UVSS Graphics and Communications departments, Excluded Managers, and the Lead Directors of the UVSS.

Decisions are made via internal portfolio discourse and within the ISR Committee. Decisions can be member-driven, in that students internal or external of the ISR Committee may contribute ideas and concerns which will be fairly considered and acted upon. Decisions can also be portfolio-driven, in that an issue has been predetermined, persistent, and/or structural in nature. A member-driven or portfolio-driven issue is to be presented to the Director of International Student Relations and assisting Director at Large which will then be discussed in ISR Committee where the process includes: reviewing UVSS values and/or relevant policy, collaborating with those affected by or assisting with the issue, continuous communication between the DISR and DAL, followed by a discussion involving the ISR portfolio.

Section 2: Issues

Lack of position and portfolio structure - The DISR position along with the ISR committee have both struggled in the past with clarity, direction, and member retention. Compared to the other director positions at the UVSS, DISR is younger and has less concrete development of its role, although it has managed to grow due to past directors. The lack of structure for the position and committee are root causes for issues with member retention, detachment from other areas of the UVSS that the DISR should be in, and the struggle to find objective tasks to take on for incoming Director of International Student Relations. The lack of structure simply makes direction and decision making that much harder for new

directors which is why it is also an issue that the position has no manual and lacks structural information in the UVSS policy and bylaws.

Clarity of what DISR is and not enough pay - The DISR is not a Lead, not a DAL, and not an advocacy group representative, yet takes on elements of all of the above. This gives freedom and uniqueness to the role and the committee along with space to be whatever it wants to be, but the lack of clarity is confusing for incoming Directors of International Student Relations along with the position's collaborators. This position takes on issues and topics that are both specifically pertinent to international students, but also a multitude of topics and concerns that are completely intersectional. This position needs to be part independent and part collaborative to increase its success, and it needs to shift into being a sixth paid Lead position so that it has a distinguished and clearer position within the UVSS and immersed further with the other five Lead positions as it will provide not just benefit to the DISR's individual work, but the collective work of the Leads and UVSS as a whole.

Lack of hands-on student engagement - Student engagement is an important aspect of lobbying, projecting messages, creating successful events, and the continuation of DISR and the ISR committee. Committee membership and attendance has been a struggle in the past which can be attributed to the portfolio's lack of hands-on material for international students to engage in. This could be fixed through further use of connections, advertising, and the creation of items for students to get involved in besides updates on internal portfolio work. It is important that the ISR committee brings in more students so that there can be richer engagement and active discussion so that committee meetings are less focused on just updating but also engaging in productive conversation with more voices coming from outside of the UVSS board.

Lack of culturally relevant sexualized violence and mental health education/services - Sexualized violence and mental health are relevant to all – across national, cultural, and linguistic diversity. Sexualized violence prevention programming along with mental health services require the skills, attitudes, policies, content, and representation that are culturally and linguistically diverse so that the needs of everyone in need of such services are correctly understood and accommodated. Students vary by social class, spiritual beliefs, physical and mental abilities, sexual orientation, gender, age, literacy, and previous victimizations / states of mental health, so it is important that we change any “one size fits all” approaches that we have to these matters.

Section 3: Primary Goals

Make Transparent International Student Tuition and End Unnecessary Hikes

SMART Goal: Collaborate with and rally other student unions, university alliances, and UVic international student body around international post-secondary affordability

1. This primary goal is a large task yet important and requires conversation and collaboration with other student unions and university alliances to discuss strategy regarding lobbying at the university level as well as the provincial level. In regards to university-level lobbying, rallying the UVic international body is a must.
2. **Values:** Good Governance, Social Justice, Service
3. The key collaborators in this project will include the Excluded Managers, ISR portfolio, the international student body, ISS/GC, Alma Mater Society of the University of British Columbia Vancouver, Camosun College Student Society (CCSS), BC Federation of Students, Association of BC Students (ABCS)

Make DISR a Paid Half-Time Lead Position

SMART Goal: To further develop framework and position of DISR

1. This goal would involve changing the UVSS Bylaws, which can only be accomplished at a General Meeting. Therefore, in addition to taking steps to developing the policy change at committees, effort must also be put into rallying students to ensure the (S)AGM reaches quorum and that students vote in support.
2. Values: Good Governance, Service, Excellence.
3. The key collaborators in this project will include the Excluded Managers, the Director of Outreach, Policy Development Committee, ISR portfolio, and the student body.

Expand a Maintainable International Community

SMART Goal: To create ISR-specific events revolving around international student and intersectional matters and work with other areas of the UVSS on multiple collaborative projects

1. These extra events will provide more student hands-on involvement and spotlight on the ISR committee. These collaborations will create stronger relationships as well as tackle intersectional issues, attracting more students to ISR involvement as well.
2. Values: Service, Fun, Social Justice, Decolonization, Good Governance
3. The key collaborators in this project will include the Excluded Managers, the ISR portfolio, international students, AVP, PSC, SSD, ISS/GC, advocacy groups, campaigns

Culturally Competent Sexualized Violence Prevention (SVP) and Mental Health Programming for International Students.

SMART Goal: To work on new/adapted SVP & mental health policy, services, and advertisements

1. This is an intersectional issue requiring collaboration with many different partners so as to expand the scope of our SVP and mental health work at UVic.
2. Values: Service, Good Governance, Excellence, Social Justice
3. The key actors in this project will include the Excluded Managers, the ISR portfolio, international students, AVP, PSC, OSL, LGC campaign, Leads, Graphics and Communications Department

Section 4: Strategies & Tactics

Goal: *Collaborate with and rally other student unions, university alliances, and UVic international student body around international post-secondary affordability*

Strategy:

1. Regular communication with other students unions and university alliances.
2. Grow and maintain student engagement.
3. Lobby UVic and Board of Governors.
4. Focused mission statement.

Tactic:

1. Collaborating with external organizations on lobby strategies and common interests at the university and provincial levels
2. Social media engagement; utilization of international student events; connection with UVic Engage Leaders and other connections; student-led townhall/rally
3. Discussions with UVic's BoG and creation of thorough lobby document with student testimonials
4. Secondary: Get UVic to commit to at least one-year's notice for tuition hikes
Primary: Get UVic (or the province) to commit to ending unnecessary annual tuition hikes

Goal: To further develop framework and position of DISR

Strategy:

1. Internal work on DISR position and committee
2. Policy work and SAGM
3. Rally students around SAGM proposal (half-time paid Lead director)

Tactics:

1. Developing, drafting, and finalizing a DISR manual
2. Extending ISR section in policy & bylaws and detailing of proposal for SAGM
3. Discuss at international events, ISR committee, UVSS social media, student/club/course union outreach

Goal: To create ISR specific events revolving around international student & intersectional matters and work with other areas of the UVSS on multiple collaborative projects

Strategy:

1. Two engaging, unifying events to bring together international students *and* domestic students around international topics
2. Consistent contact with advocacy groups, committees, clubs and course union, leads, and student body
3. At least five sizable, collaborative projects

Tactics:

1. Planning, advertising, rallying, executing the events
2. Collaboration on intersectional issues and projects that affect/include international students
3. Culturally relevant SVP + mental health services (AVP + PSC), culture shock and Canadian history workshops (ISS/GC), International student involvement in decolonial conversation and action Anti-discrimination campaign

Goal: To work on new/adapted, culturally-relevant SVP & mental health policy, services, and advertisements

Strategy:





1. Social media communication and collaboration
2. Regular engagement with international student body
3. Diverse messaging and advertisements
4. Improve policy structures that support SV survivors and those identifying with mental illness and mental health struggles

Tactics:

1. Working close with AVP, LGC, PSC and communicating with OSL (UVSS social media + ISR Facebook)
2. Active adaptation to and taking into account different perspectives in need of correctly accommodating SVP programming and mental health services

3. Linguistically and culturally inclusive content in regards to graphics and advertisements (physical + online)
4. Joint lobbying and policy work with LGC and all relevant parties working for necessary SVP and mental health standards that also take cultural and linguistic diversity into account.

Section 5: Timeline for Goals

| GOAL | SHORT TERM (<6 month) | MID TERM (6-8 months) | LONG TERM (>8 months) | ONGOING/ CONTINUOUS |
|---|---------------------------------|---|---|---|
| Collaborate with and rally other student unions, university alliances, and UVic international student body around international affordability | | | |  |
| To further develop frame work and position of DISR | |  | | |
| To create ISR specific events revolving around international student & intersectional matters and work with other areas of the UVSS on multiple collaborative projects. | |  | | |
| To work on new/adapted SVP & mental health policy, services, and advertisements | | |  | |

Section 6: Scorecard

Collaborate with and rally other student unions, university alliances, and UVic international student body around international post-secondary affordability

Metrics:

- Successfully release a letter with testaments directed to the UVic BoG about the effects that the annual tuition hikes have on students and faculty at UVic and actions they should take [January]
- Begin regular communication with AMS, CCSS, ABCS, BCFS and continue throughout year [Summer]

- Rally students around tuition demand [1 / 2 ISR events], mention initiative at orientation [August & September], take advantage of International Education Week and take to social media [November]

To further develop framework and position of DISR

Metrics:

- Successful creation of a position manual and extension of ISR material in BoD policy (Convo, sketch, draft, execution)
- Increased active partnerships and relationships that can be carried on by next DISR
- Pass DISR update at SAGM [February 2022]

To create ISR specific events revolving around international student & intersectional matters and work with other areas of the UVSS on multiple collaborative projects

Metrics:

- Plan first international event [October 2021], advertise by [early November] to execute the event [3rd week of November 2021]. International Education Week: Monday- *instagram takeover with online engagement: What International Education Means to the UVSS* Wednesday- *Office of Global Engagement Meet & Greet* Friday- *Importance of Accessible Education Panel* (panelists talk, collective Q&A, then close).
- Plan a second international event [February 2022], advertise [early March], execute the event [late March]. International Trivia Night with education related prizes (ideas: university supplies bundle, coupon to SUBtext, textbook discount, UVSS swag, etc).
- Post-event measurements: Good turn out for students? Positive responses and reviews? Desire by students to have a similar event next year?

To work on new/adapted SVP & mental health policy, services, and advertisements

Metrics:

- Create a working group with the Director of Campaigns (LGC), AVP, and OSL to review and implement culturally relevant materials for the mandatory consent training and “Tools for Change” courses.
- Working group with PSC and SSD to review and offer services and materials that are culturally relevant and understanding of the specific struggles of international students and students with disabilities.
- Help organize social media content and relevant topics alongside AVP and the PSC [Summer] to have a successful diversified social media campaign for the school year.

STUDENT OUTREACH AND ENGAGEMENT

Marran Dodds(She/Her) - **Director of Outreach and University Relations**

Kathleen Banville(She/Her) - **Director-at-Large - Outreach and Engagement**

Deborah Berman(She/Her) - **Director-at-Large - Outreach and Engagement**

Section 1: Who owns this portfolio?

The Outreach Portfolio is a very fun, dynamic, and collaborative place to be! This portfolio is guided primarily by the Director of Outreach, as well as the two Directors at Large; however, there is substantial consultation done with folks outside the portfolio before any decisions are made. The main individuals and groups that are involved with guiding this portfolio are: the Board of Directors, Executive Committee, UVSS Communications and Graphics Departments, Member Outreach and Engagement Committee, UVic Students, UVic Administration and the Operational Relations Committee, Advocacy and Affiliated Groups, and the external community!

In terms of decision-making, the decisions that the Outreach Portfolio makes and the initiatives it takes on are often reactive to problems and concerns raised by UVSS members, or other directors; a large part of the work that we do is sit on and chair various UVSS and UVic committees, connect UVSS members and directors to UVic Administrators, and advocate on behalf of UVSS members as a whole on various initiatives that concern students. Decisions are made in consultation with the Outreach Portfolio itself, Member Outreach and Engagement Committee, UVSS Staff, the Board of Directors, and finally, other appropriate groups and individuals that are involved in the work. Additionally, when the UVSS is contacted by the media, the Director of Outreach and University Relations sets the topic and tone for responses from the UVSS. The Outreach Portfolio's primary considerations in decision-making and conducting work are: UVSS Policy and Bylaws, legal issues, time management, UVSS marketing and communications, media relations, and optics/reputation management.

Here's a step by step breakdown of how the Outreach Portfolio makes decisions. It's not an exact science, but it is what we do almost every time: 1) Consult with the other Lead Directors; 2) Bring idea/initiative to the Outreach Portfolio; 3) Consult with Executive Committee and UVSS Graphics and Communications; 4) Initiative is raised at Member Outreach and Engagement Committee. If the issue escalates, it goes to the Board of Directors and/or to legal counsel. The final step in the process is bringing the initiative to UVic students, through a variety of outreach opportunities: UVSS and UVic social media, the UVSS Newsletter, our website, poster and digi screens in the SUB or across campus, and in-person outreach on campus like tabling and flyering.

Section 2: Issues

Inability to consistently reach quorum for our in-person General Meetings - The UVSS holds two General Meetings per year: the Annual General Meeting (AGM) in the Fall Term, and the Semi-Annual General Meeting (SAGM) in the Spring Term. During General Meetings, the UVSS has the opportunity to change our Constitution and Bylaws; to do so, we need a certain number of undergraduate students (quorum) to attend in order to make decisions and vote. Quorum for the UVSS General Meetings is six tenths of one percent (0.6 %) of the membership of the UVSS. Last year, we held our AGM and SAGM online, due to the COVID-19 pandemic, and successfully reached quorum; however, when in-person we haven't been able to sustain quorum for the entire meeting since before Fall 2016.

Decreasing voter turnout for UVSS Referenda - According to our Bylaws, "In addition to Annual, Semi-Annual, and Special General Meetings, the members may vote on resolutions concerning the business of the Students' Society by means of a referendum" (UVSS Constitution and Bylaws, Bylaw 4, 4.7 (a)). These referendum questions typically concern changes in the UVSS fee (paid by all undergrads) that would go towards student advocacy initiatives such as funding for Open Education Resources, the Campus Community Garden, the Students of Colour Collective, etc. As per our Bylaws, quorum for a

referendum shall be fifteen percent (15%) of the voting membership; however, in 2017, we had only 13-14% of students vote, and in Fall 2020 and Spring 2021, we had 5.9% and 6.6% voter turnout respectively. No matter the outcome of the vote, if we don't reach a quorum, the UVSS is unable to make these important changes.

Student awareness - Through analyzing survey results from the UVSS Annual Survey, it is apparent that students at UVic are largely unaware of the services, events, campaigns, initiatives that the UVSS provides and undertakes. This is a systemic issue. In the past, the Outreach Portfolio has increased outreach on our social media, tabled across campus, been involved in September orientation including giving out UVSS swag packages to students in residence, created the UVSS 101 handbill, and much more, to try to make students more aware of the important services that the UVSS provides. Despite this, a large number of students at UVic are unaware of the events, services, and campaigns run by the UVSS.

Communicating and embodying EDI values (Equity, Diversity, and Inclusion) - The UVSS is committed to anti-racism and anti-discrimination in everything that we do. In order to communicate our values to our members as well as internally, we have prioritized genuine engagement with UVSS advocacy groups, added "sustainability" and "decolonization" to the list of UVSS values and added references to those values to Lead Director job descriptions (2020-21), and we have hosted events and campaigns that more explicitly reference anti-oppression (e.g. LGC, disability forum, SSD focus group). Despite this, there are more ways that the UVSS can decolonize, and do our work as a not-for-profit organization in a more anti-oppressive and inclusive way.

Section 3: Primary Goals

Make the process for implementing important changes to the UVSS practices more obtainable

SMART Goal: Reduce the quorum for our referendum questions from 15% to 5-7%. *Ensure motion to amend bylaws passes at AGM.*

1. Overall decline in student engagement with UVSS Referenda for the past 10 years; reducing the quorum for our referendum will increase the opportunities for the UVSS to implement important changes to our culture and practices.
2. **Values:** Good Governance, Excellence.
3. This initiative requires research on quorum for referendums of other student societies, as well as assistance from UVSS Communications and Graphics Departments to ensure students attend the AGM in order to vote on this motion to amend the UVSS bylaws.

Make sure students know where to go when they've experienced harm on campus, or need to advocate for themselves

SMART Goal: Make sure students know where to go when they've experienced harm on campus, or need to advocate for themselves

1. Students have increasingly expressed concerns about the accessibility and effectiveness of various campus services. This project intends to assist students with navigating to find the appropriate service(s) and support(s).
2. **Values:** Decolonization, Social Justice, Service.
3. Many campus partners will need to be involved in this project to make it successful including, but not limited to: UVSS Communications and Graphics, Advocacy Groups, Office of the Ombudsperson, EQHR, the Student Wellness Centre, Multi-Faith Chapel, Campus Security, and the Office of Student Life.

Ensure every student at UVic knows what the UVSS is, and knows about the services, campaigns, and events that we provide

SMART Goal: Expand social media outreach and presence

1. Students are more likely to be engaged in UVSS events, referendums, General Meetings, etc. if they are engaged and aware that they are taking place. It is important for students to be aware of the services and support that the UVSS offers.
2. **Values:** Service, Fun, Excellence.
3. Outreach Portfolio can collaborate with many external partners at the UVic, as well as UVSS Advocacy Groups, the NSU, UVSS Communications and Graphics, as well as Excluded Management and the UVSS Board of Directors as a whole.

Increase the overall affordability of attending UVic by reducing costs for students

SMART Goal: Increase UVSS and UVic supports to make University life more affordable

1. Students have the right to affordable living, which includes access to food, learning technologies, housing etc.
2. **Values:** Social Justice, Decolonization.
3. Collaboration with the UVic Learning & Teaching and Food Services, will be crucial. Additionally, working with UVSS Communications and Graphics, Events Portfolio, UVSS Operations, and getting support from students will be necessary.

Ensure that the UVSS and UVic are anti-racist, anti-colonial, and free of discrimination and harassment

SMART Goal: Continue the ongoing efforts to decolonize the UVic and the UVSS, as well as implement anti-discriminatory policies and practices

1. UVSS has a responsibility to promote social justice meaning “supporting, uplifting and providing services to students that centre issues of equity.”
2. **Values:** Decolonization, Social Justice, Environmental Sustainability.
3. The UVSS hopes to support the work of Advocacy Groups and the NSU, as well as work internally and with UVic Administration to implement the goals and recommendations adopted from the UVSS Anti-Discrimination Campaign.

Section 4: Strategies & Tactics

Goal: Reduce the quorum for our referendum questions from 15% to 5-7%.
Ensure motion to amend bylaws at AGM passes.

Strategy:

1. Ensure our members have a reason to show up to our AGM.
2. Once our members attend the AGM, ensure our members are *educated* enough to vote yes.

Tactic:

1. Run an engaging online and in-person AGM campaign that encourages members to attend.
2. This campaign would include things like videos, memes (when appropriate), and other fun and personable content.
3. Run a parallel campaign highlighting all things that the UVSS could have achieved if we had a lower quorum in the past.

Goal: Make sure students know where to go when they've experienced harm on campus, or need to advocate for themselves

Strategy:

1. Support the Ombudsperson and their work of the Anti-Discrimination to create resource for students highlighting ways that students on campus can seek support.
2. Circulate this resource out to all of our members, and have it be accessible, clear, simple, and informative.

Tactic:

1. Reach out to UVic/UVSS Ombudsperson for support and resources.
2. Consult and receive support from Campaigns Portfolio, Events Portfolio and Advocacy Groups.

Goal: Expand social media outreach and presence

Strategy:

1. Engage in more personalized and transparent outreach on social media and in-person.
2. Conduct classroom talks and tabling throughout the year, not just when we have an event coming up.
3. Have lots of UVSS information available during residence move-in and orientation.

Tactic:

1. Create 60-90 second Instagram stories/videos of directors talking about UVSS events and services, as well as general fun topics, using accessible and colloquial language. These videos are meant to be engaging, and fun!
2. While tabling on campus, provide coffee and snacks, and have music playing
3. Host fun and engaging mini-events (e.g. pinata outside the SUB, dunk tank, cotton candy machine).

Goal: Increase UVSS and UVic supports to make University life more affordable

Strategy:

1. Create more bursaries for students.
2. Lobby for the funding and adoption for more Open Education Resources.
3. Support the Events portfolio in the implementation of the Hot Lunch program.

Tactic:

1. Connect with the appropriate on-campus partners and UVic Administrators to get started in this work.
2. Lobby for the creation of teaching awards for professors that create and implement the use of OERs in their classrooms.
3. Attend Events Committee on a regular basis and assist the Events Portfolio in providing outreach for their initiatives.

Goal: Continue the ongoing efforts to decolonize the UVic and the UVSS, as well as implement anti-discriminatory policies and practices








Strategy:

1. Implement the recommendations from the Equity, Diversity, and Inclusion (EDI) Audit, conducted by Nicole Lee Consulting, into UVSS Board of Directors Policy, Bylaws, and practices.
2. Work with UVic Administration and other campus partners to implement the goals and recommendations from the UVSS Anti-Discrimination Campaign, such as:
 - Preferential hiring; expanding the number of bursaries afforded to professors to support engagement in anti-racism education; contribute time, resources, and energy to creating an overall environment on campus that prioritizes anti-discrimination and equity.

Tactic:

1. Follow the contract as agreed upon by Nicole Lee Consulting and the UVSS Board to complete the EDI Audit.
 - a. Develop new and amended UVSS policy and bylaws that supports equity, diversity, affirmative action, and anti-discrimination in the UVSS Board.
 - b. Pass that policy at a UVSS Board meeting, and approve the UVSS Bylaw changes at an (S)AGM.
2. Dedicate time throughout the year to review the progress (or lack thereof) that UVic and the UVSS has made towards these goals.

Section 5: Timeline for Goals

| GOAL | SHORT TERM (<6 month) | MID TERM (6-8 months) | LONG TERM (>8 months) | ONGOING/ CONTINUOUS |
|---|---|---|---|---|
| Reduce the quorum for our referendum questions from 15% to 5-7%. Ensure motion to amend bylaws at AGM passes. |  | | | |
| Make sure students know where to go when they've experienced harm on campus, or need to advocate for themselves | |  | | |
| Expand social media outreach and presence | | | |  |
| Increase UVSS and UVic supports to make University life more affordable | | |  |  |
| Continue the ongoing efforts to decolonize the UVic and the UVSS, as well as implement anti-discriminatory policies and practices | |  | |  |

Section 6: Scorecard

For the 5 main goals the Outreach Portfolio has this year, there are various ways we can measure our successes:

- Our goal is to increase the number of followers on UVSS Instagram by 5% at the end of Fall term, and 10% at the end of the board term. As of June 18, 2021, the UVSS has 4,872 followers on Instagram.
- To track the success of reducing quorum for our referendum questions from 15% to 5-7%, and ensuring the motion to amend our bylaws at the AGM passes, all we have to do is ask the million dollar question... Did we reduce quorum? Yes or no?
- To make sure students know where to go when they've experienced harm on campus, or need to advocate for themselves, we can check the increase in the number of views on the UVSS/UVic Ombudsperson's website.
- To check progress made on continuing the ongoing efforts to decolonize the UVic and the UVSS, as well as implement anti-discriminatory policies and practices, the Outreach Portfolio can keep track of how many new or amended policies were implemented into BOD Policy and Bylaws, as well as dedicate time throughout the year to review the progress (or lack thereof) that UVic and the UVSS has made towards these goals.
- Increase UVSS and UVic support to make University life more affordable, the Outreach Portfolio can work with UVic to track the hopeful increases in usage and implementation of OERs.

STUDENT AFFAIRS

Mariel Hernández(She/Her) - Director of Student Affairs

Siddharth Pathak(He/Him) - Director-at-Large - Student Affairs

Section 1: Who owns this portfolio?

The Student Affairs portfolio exists to foster student community on the UVic campus through Advocacy Groups, Clubs, Course Unions, Affiliated Groups, and Professional Development Unions. CFUV and The Martlet are separate from the UVSS, but the Director of Student Affairs sometimes works with them.

The work is led by the Director of Student Affairs, Directors-At-Large, and Advocacy Group Representatives. However, decisions are supported and implemented through collaboration with the Executive Director, General Manager, Accounting Manager and Technician, Affiliated and Advocacy Group Coordinators, and the General Office staff.

Decisions are reached through consensus by the affected group (i.e. Club Council, Course Union Council, or Advocacy Relations Committee), which are then recommended to the Board, and must always be finally approved by the smaller, initial, relevant groups. The result is a functional feedback loop that requires intense collaboration and clear communication.

Section 2: Issues

Collaborative work - Like all workplaces, Affairs is subject to interpersonal considerations and time constraints. It is difficult to balance the time required to appropriately include all relevant stakeholders in meaningful consultation in a timely and fair manner. These issues are magnified within the Advocacy Relations Committee due to the Advocacy Groups' different funding structures, lack of sufficient work hours and compensation, as well as different advocacy priorities.

Legal liability - It is important to note that due to the mediating role Affairs has, the sensitive subject matter some Clubs and Advocacy groups distribute, as well as everyone's physical proximity with differing views, this portfolio is susceptible to conflict escalation. As Affairs makes decisions impacting groups' communication and funding eligibility, actions perceived as discriminatory have faced legal scrutiny. Thus, it is important to present action items that have been cleared by UVSS legal counsel and/or UVic's Equity and Human Rights Office.

Section 3: Primary Goals

Get every student more involved on campus and build lasting friendships

SMART Goal: Reach 200 Clubs and Course Unions ratified.

- a. Advertise funding and support available to Clubs and Course Unions.
- b. Host an exemplary Clubs and Course Unions Day.
 - i. Advertise in advance through UVic and on our own social media.

SMART Goal: Expand and strengthen gender-based and sexualized violence prevention (SVP) training in Clubs and Course Unions.

- a. Policy must be amended to include a maximum time limit in which SVP training is valid.
- b. Incentivize secondary and tertiary club and course union executives to complete SVP training through a rewards and recognition-based system.
- c. Work with AVP, EQHR, and OHS to: a) understand the system a survivor must navigate; b) collaborate in sharing training opportunities; c) continue improving and tailoring training as Affairs receives feedback.

Grow social justice activism and nurture UVSS' depth of representation

SMART Goal: Foster meaningful collaboration among Advocacy and Affiliated Groups.

By sharing ideas, energy, and space, we can make better use of our resources, expand our reach, and transform UVic into a more accessible, just, and courageous campus that fearlessly challenges colonialism, ableism, patriarchy, and racism.

- a. Increase members' interactions with Advocacy Groups' services, events, and social media presences.
- b. Maintain and improve collegial relationship with UVic to use their social media and word-of-mouth avenues.

- c. Network with other universities' and colleges' advocacy efforts.
- d. Sign up new volunteers for ARC events and advocacy campaigns.

Section 4: Strategies & Tactics

Goal: Increase Clubs and Course Unions Outreach

Host and advertise an exemplary C and CU Days

Strategy:

1. Meaningful and timely promotion for Clubs and Course Union Days throughout UVSS and UVic social media accounts. Prioritize interactive platforms. Our main pillar of information must be uvss.ca/clubs

Tactics:

1. Contact OSL, UVic's social media office, the Martlet, CFUV, International Student Office
2. Update website: for clarity and user experience
3. Always update Clubs and Course Unions about events or policy changes

Goal: Build a culture of consent in Clubs and Course Unions

Incentivize a voluntary shift towards Sexualized Violence Prevention Training

Strategy:

1. To foster a more comprehensive consent culture in Clubs and Course Unions, Affairs must have a double approach of strengthening mandatory requirements and enacting a policy update by the August session of the council. Once the policy is amended, the updated requirement will be communicated on the website and through UVSS social media.

Tactics:

1. Provide incentives to Clubs and Course Union executives through:
 - a) Reward Clubs and Course Unions for extra training through parties and extra funding.
 - b) Make co-curricular credits available for individuals who complete training.
 - c) Affairs will write Reference letters to Club executives who have demonstrated an ongoing commitment to SVP training and evidence of fostering safe physical and psychological spaces.
2. Outreach: creative social media posts to communicate changes, prizes, and benefits of SVP training.
3. Update policy with other internal (other Lead directors and legal counsel) and external partners (EQHR, OSL).

Goal: ARC takeover of campus

Foster collaboration among Advocacy Groups and support their initiatives in order to expand the reach of their services and advocacy initiatives.




Strategy:

1. Affairs will work on relationship building with each board representative and coordinator(s). This will be an ongoing priority.

Tactics:

- A. Team and trust building
 - i. Listening tour: Is there any room for collaboration with other advocacy or affiliated groups?
 - ii. Team building activities and retreats: wildplay, self-care, lake/beach outing.
 - iii. Supporting initiatives for equitable planning, i.e. Equity and Diversity Audit.
 - iv. Clear and timely communication across the Board: Dir. of Affairs must be cc'd in all communication.
 - v. Community Agreement should anticipate conflict and have agreed upon procedures for de-escalation.
- B. Reduce inequity
 - a. Identify and eliminate barriers to participation through:
 - i. Providing compensation;
 - ii. Reducing number of working hours required from ARC;
 - iii. Using email motions, zoom, and distance work where possible.
- C. Host collaborative spaces
 - a. Semesterly individual check-ins with Affiliated and Advocacy Groups
 - b. Monthly group updates in Coordinators' meetings
 - c. Affairs allocate two hours of working time on each individual project or campaign per month
 - d. Advertise Advocacy and Affiliated Groups activities on UVSS socials

Section 5: Timeline for Goals

| GOAL | SHORT TERM (<6 month) | MID TERM (6-8 months) | LONG TERM (>8 months) | ONGOING/ CONTINUOUS |
|---|---|---|--------------------------|------------------------|
| Increase Clubs and Course Unions Outreach |  | | | |
| Build a culture of consent in Clubs and Course Unions | |  | | |
| ARC takeover of campus | |  | | |

Section 6: Scorecard

200 Clubs are up and running in September 2021

Number of:

- (New and Returning) Registration forms
- SPG, Travel Pool, and Academic applications
- Published journal issues
- Club events
- Participants/attendees in C and CU Days
- Vendors at C and CU Days
- Social media reach across all platforms
- Increase Club outreach by 20%

Club SVP

- Registration forms with all execs meeting SVP requirement
 - Edit form to allow an upload box function for proof
- Making co-curricular credits automatic upon completion of all SVP training modules
- Track number of prizes given out
- Social media interaction across all platforms
- Policy passing councils and BoD

ARC takeover of campus

- Adjusting compensation for Advo board reps
- Implementation of EDI audit
- Digital and physical outreach: number of views, posters, and ads
- Hold at least semesterly team building events
- Conflict is resolved when it is minor, and removed through mutual consensus and prioritizes people over solution.
- Emails, calls, and texts are answered within 24 working hours.
- Affairs has semesterly training in arbitration/conflict management
- Events hosted by two or more advocacy and affiliated groups
- Training events
- Policy pieces written, edited, and passed through ARC

CONCLUSION

What Do We Do Next?

This responsibility to follow-up with the Lead Directors falls on the Director of Finance and Operations as well as Administration and Services Manager as per the Board of Directors Policy. The Strategic Plan

doesn't just act as a platform to make promises but also a platform where our members hold us accountable. A report on progress is published in December, and a final summary of goals will be included in the Annual Report at the end of the board term.

How to contact the Director of Finance & Operations about this document?

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.



2021 - 2022 UVSS Board of Directors

Campaigns and Community Relations: campaigns@uvss.ca

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Director of Campaigns and Community Relations

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Kritika Gupta (She/Her)

Director-at-Large - Campaigns

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Q Roxas (They/Them)

Director of Events

Dhruvi Raichada (She/Her)

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Native Students' Union Representative

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Gender Empowerment Centre Representative

Delicia Jacobs (She/Her) - ssdrep@uvic.ca
Society for Students with a Disability (SSD) Representative

Gina Tran (She/Her) - trannguyenbaogiang@gmail.com
Students of Colour Collective (SOCC) Representative

Owen Taylor (all pronouns) - priderep@uvss.ca
UVic Pride Representative