



2025/26 STRATEGIC PLAN

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Territory Acknowledgement

The UVSS operates on the unceded and unsundered lands of the ləkʷəŋən peoples, including the Esquimalt, Songhees, and WSÁNEĆ Nations.

As a student union, we recognize our responsibility to confront and unlearn colonial beliefs and practices that uphold systems of oppression. This means holding institutions accountable to the principles of reconciliation and decolonization—not just in words, but in action.

We acknowledge the deep, ongoing relationships that Indigenous peoples have with their traditional territories, and the continued harm caused by colonization. We condemn the histories of dispossession and erasure, and we honour the resilience, resistance, and strength of Indigenous communities, past and present.

Elevating Indigenous voices and perspectives is a central priority for the UVSS. We are committed to challenging colonial structures, opening space for dialogue, and supporting education and action that dismantles systemic injustice. This includes centering the experiences of First Nations, Inuit, and Métis peoples—especially women, girls, and queer and Two-Spirit individuals—who face intersecting forms of oppression rooted in colonial systems, such as racism, sexism, homoantagonism, transantagonism, and ableism.

We encourage all students to reflect on their relationships to these lands, to self-locate, and to consider how their presence, voices, and privilege can contribute to truth, reconciliation, and decolonization.

As your student union, we remain committed to this ongoing journey and to embedding these values into every part of our work.

Executive Summary

The University of Victoria Students' Society (UVSS) is a social justice oriented, student-led non-profit that has been supporting and representing students since 1964.

Every undergraduate student at UVic is automatically a member of the UVSS. We advocate for student needs at all levels, whether it's pushing for increased post-secondary funding, safer and more accessible public transit, stronger sexualized violence prevention, better mental health services, or more affordable housing.

The UVSS represents students to government bodies, university administration, and other student organizations, while also building community and engagement on campus. Through the UVSS, students can get involved in advocacy campaigns, clubs, course unions, conferences, and events held in the Student Union Building (SUB).

By getting involved with the UVSS, students have the opportunity to shape their campus, amplify their voices, and create meaningful change, on campus and beyond.

OUR MISSION

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.

OUR VISION

To see full student engagement in our core components of advocacy, events, services, businesses, and society governance.

OUR VALUES

What we stand for. They underlie 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
- Environmental Sustainability
- Service
- Decolonization
- Excellence
- Social Justice
- Fun!



JONAH ARNOLD
INTERIM DIRECTOR OF FINANCE & OPERATIONS

Finance and Operations

Jonah Arnold (he/him) - **Interim Director of Finance and Operations**

Alena Gavrilenko (she/her) - **Finance Portfolio Director-at-Large**

Carson Robinson (he/him) - **Finance Portfolio Director-at-Large**

Section 1: Portfolio Introduction

The Finance and Operations portfolio of the University of Victoria Students' Society (UVSS) aims to ensure the fiscal health and operational efficiency of the organization. Its aim is to enhance student life via prudent financial management and allocation of resources.

The key objectives are to track budgets, explore diversified revenue sources, make operating processes simpler, and implement transparency and accountability through open financial reporting.

By emphasizing sustainability, transparency, and partnership, the Finance and Operations portfolio strives to enhance the overall student experience and further the strategic priorities of the UVSS, making it a go-to resource for all UVic students.

Section 2: Primary Goals and Context

Goal #1: The purpose of this goal is to increase awareness and use of the UVSS insurance plan by UVic students. With ~12,000 of UVic's 20,000 undergraduate students relying on this coverage, it is critical that they be best informed of its features and benefits. Our project will address the present demand for better communication regarding the UVSS/Alumo insurance plan since students appreciate its enhancement of their university life. With a strategic social media campaign, we will connect with students personally, fostering community support for our insurance plan.

To achieve this, we will collaborate with the communications team to develop engaging social media content and digital designs that will appeal to our students. The project will elicit student opinion for purposes of gauging its efficacy, and its success will be determined by the level of response and support it receives. Our deadline for carrying out this plan is before the next referendum, so that the students are well prepared with the information they need to make well-informed decisions about their insurance.

Goal #2: The purpose of this goal is to enhance support for new students at the University of Victoria by establishing an inclusive affiliate agreement that provides access to resources for new students. We recognize the large number of incoming students annually and aim to

address their number one concern: adapting to university life. Through executing the affiliate agreement and ensuring strategic outreach through coupons at CKO and digital advertising, we will provide ideal opportunities for students to benefit. Success will depend on observing commissions from student purchases, a sign that the resources have successfully reached the student sector. This objective is to be achieved within my term, so that new students receive the support they need to thrive academically and socially at UVic.

Goal	Target Audience	Strategies	Tactics	Measurables	Timeline
UVSS Insurance Plan Awareness	UVic students currently/going to be insured by Alumo via the UVSS	Social media campaign w/ comms	<ol style="list-style-type: none"> 1. Create social media content that relays information about Alumo's insurance plan 2. Educate students about the plan so they are informed before a referendum is held. 3. Gauge student interest by reviewing view counts, likes, and comments by students. 	<ul style="list-style-type: none"> • Number of posts • Average likes/views • Insurance membership fluctuations • Referendum results 	Must be completed before the upcoming referendum in early 2026
Help new students transition to university life with Schooled4Life	Incoming first-years and potentially returning students	<ol style="list-style-type: none"> 1. CKO coupons 2. Digital ads 	<ol style="list-style-type: none"> 1. Obtain digitally-designed coupons from S4L and print ~3000 to fit in CKO tote bags. 2. Obtain digital ad design from S4L and promote it on the SUB's digital screens from August-November as a start. 	<ul style="list-style-type: none"> • Number of commissions received from S4L (combined from both streams) 	Will be measured in December 2025



Outreach and University Relations

Griffin Foster (he/him) - **Director of Outreach and University Relations**

Section 1: Portfolio Introduction

The Director of Outreach and University Relations has a very diverse portfolio within the UVSS. In addition to the entitled responsibilities, the UVSS bylaws entrust my office to be the Spokesperson, Chair of the Board of Directors, head of policy development, Chair of the Ombudsperson Committee, Liaison with legal counsel, and coordinator of student representatives in the UVic Senate.

This position lies at the centre of the Students' Society's democratic and procedural integrity. I am responsible for upholding our public image as well as our internal coherence. It is in this position that I hold myself personally responsible for ensuring that the Society is engaged with and accountable to the undergraduate students of UVic, and that we conduct our business with their best interests in mind.

Section 2: Primary Goals and Context

My goals revolve around one core value: the health and virility of our democracy, both institutionally and culturally. The objectives I have set for myself, in descending order of priority, are to achieve a historic election turnout, gain the participation of record numbers of students in our general meetings, and to reach more community members with our messaging.

I believe the UVSS as an institution should present itself to the university community as a true bastion of democratic representation, serious decision-making, and solemn governance. This will compel students to believe not only in the significance and power of our bureaucracy, but in the consequential nature of our elections, general meetings, and regular proceedings. In other words, I aim to have more students take us seriously, and it is my job as UVSS Spokesperson to accomplish this goal.

Goal	Target Audience	Strategies	Tactics	Measurables	Timeline
33% Election Turnout	Undergraduate Students	Inspire a more active campaigning season, ensure ample publicity	<ol style="list-style-type: none"> 1. Encourage candidacy 2. Pre-election events 3. Social media promotion 4. Encourage involvement from student groups 	<ul style="list-style-type: none"> • Candidates, pre-election event attendance & post engagement 	January-February 2026
2% AGM Attendance & 1.5% SAGM Attendance	Undergraduate Students	In-person & online campaign, collaboration, seize upon debate/interest	<ol style="list-style-type: none"> 1. Tabling 2. Lecture visits 3. Promote meeting content 4. Social media promotion 5. Seek support from student groups 	<ul style="list-style-type: none"> • Publicity engagement, AGM attendance 	AGM - October 24 SAGM - February 26
Increase Instagram following, with a goal of 13,000 Instagram Followers	Students & Community Members	Regular & recognizable features, interactivity	<ol style="list-style-type: none"> 1. The Foster Feature 2. Public speaking content 3. Trend engagement 4. Interactive content (feedback, polling, comment answering) 	<ul style="list-style-type: none"> • Follower count trends, engagement metrics, comments 	Year-long



Events

Lindsey Andrew (any/all) - **Director of Events**

Section 1: Portfolio Introduction

I ran for the events portfolio because I genuinely believe it is the most rewarding one. In several respects, its goals are more straightforward than those of other portfolios. In addition to party planning, the purpose of events is to boost the morale of the student body, provide outreach for important UVSS initiatives, and overall get people excited about us. These events play a vital role in fostering a community that serves students and helps them navigate their post-secondary journeys.

The previous director of events used the events to serve students in a material sense, aiming to make practical aspects of student life easier and more accessible. While she used events to meet a variety of student needs, she gave special attention to the issue of food insecurity on campus. Because of how successful these events were in serving students, and because of how serious food insecurity is in our student community, I want to build off of the momentum my predecessor generated. In addition to increasing our capacity to serve more meals at Free Hot Lunches this year, I will also continue using the events as opportunities to raise money for the UVSS foodbank.

Beyond my specific portfolio goals, events also play an invaluable role in assisting the other leads in accomplishing their portfolio goals. Likewise, collaborating with my fellow leads is essential to ensuring that the events reach their full potential. Events are some of the most effective forms of outreach and they are a good way to engage with the university in ways that directly serve students. Events also provide excellent outreach opportunities for our campaigns, driving momentum towards a particular goal and promoting education and our social media.

Beyond the other lead directors, events are also a fantastic way to collaborate with and promote the UVSS advocacy groups. These groups are so much of what makes our student community vibrant, so having events that centre them helps accomplish UVSS and advocacy group goals. One goal we all have in common this year is to make the UVSS friendlier and more attractive to international students and students of colour.

Last but not least, I want my events to provide value to students that go beyond academic life. I want to provide events that enrich as many aspects of student life as possible.

Section 2: Primary Goals and Context

Goal #1: Promote food security on campus

The UVSS Food Bank is one of the most important services we provide to our community. In a cost of living crisis with looming tariffs threatening to make groceries more expensive, the need for our food bank is greater than ever. With increasing demand pressuring the resources and capacity of the food bank, events are an opportunity to provide boosts, support, funds, donations, and outreach.

In addition to exploring creative ways to support the UVSS food bank, I also want to continue using the Free Hot Lunch events as a means of tackling food insecurity on campus. These events make a small dent in food insecurity and raise awareness for the other wonderful food security programs the UVSS provides.

Goal #2: Bring together diverse student communities

Events bring people together. Whether it's over food, fashion, culture, shared interests, or even puppies, the sense of community that the UVSS events provide is one of the most important ways that we keep students engaged.

Campus Kickoff is the biggest series of events the UVSS runs. This year, I'm hoping to deliver on the quality of this event that UVic students are used to. The most notable change is the shift from Bands on the Roof to Beats by the SUB. The overarching goal of Campus Kickoff and other September events is to welcome new students, welcome back returning students, and foster a thriving and inclusive community. A secondary goal is to continue events momentum throughout the year.

Events tend to lose steam the rest of the year following Campus Kickoff, and the previous events director found that tapping into the advocacy group communities is a very successful strategy for keeping momentum throughout the year. Additionally, as our political world becomes increasingly polarizing and divisive, it is more important than ever to promote diversity while creating spaces for marginalized students. This year, I'm looking forward to collaborating on events with the advocacy groups and using the resources and outreach that my portfolio has to help them achieve their goals.

Goal #3: Enhance student life

As mentioned in the introduction, one of the most successful endeavours from previous years that I intend to carry over to this year is the emphasis on events that serve students in practical, material ways. In other words, events that seek to make life a little bit easier for university students. One way events seek to do this is by tackling the affordability crisis with events like free clothing swaps and free hot lunches.

Another way I seek to accomplish this goal this year is to support student entrepreneurship. Most of our students are in the time of their lives where they are trying new things and developing new skills. All it takes is one look in Subtext to see how many talented student artists want to sell amazing, affordable goods. In addition to several market events held in collaboration with advocacy groups, I am planning on hosting a winter holiday market that emphasizes supporting student artisans and sellers.

Goal	Target Audience	Strategies	Tactics	Measurables	Timeline
Promote food security on campus	Students who need more affordable food options	Free Hot Lunch events	<ol style="list-style-type: none"> 1. Book vertigo 2. Establish consistent monthly routine 3. Coordinate volunteers and outreach 4. Coordinate tabling regarding messaging throughout 5. Seek out partners/sponsors 	<ul style="list-style-type: none"> • Number of meals served (approximately 500) • Frequency and consistency of event execution 	Ongoing 2025-2026
		Use events to fundraise for the UVSS Food Bank	<ol style="list-style-type: none"> 1. UVSS Prom fundraiser 2. Add donation boxes and square readers to UVSS events 3. Implement and execute fundraising events with UVic and other campus partners 	<ul style="list-style-type: none"> • \$1500 raised prom • Attendance 200 • \$500 raised at Movie in the Quad 	Ongoing 2025-2026
Host events that honour and bring together diverse student communities	UVic students	Campus Kick Off	Pancake Breakfast <ol style="list-style-type: none"> 1. Coordinate graphics, outreach 2. Coordinate tabling 3. Volunteers 	<ul style="list-style-type: none"> • Serve 800 students 	September 2025
			Beats by the SUB <ol style="list-style-type: none"> 1. Book and organize space, equipment, and volunteers 2. Promote events through various channels 	<ul style="list-style-type: none"> • Consistent attendance in line with expected levels 	
			Movie in the Quad	<ul style="list-style-type: none"> • Consistent attendance in line with expected levels 	
	Queer students	Pride halloween	<ol style="list-style-type: none"> 1. Coordinate with Liya and Acorn 2. Marketing- coordinate with drag artists, donations for costume event 3. Assist with running panels and nightlife 4. Assist with catering/labour 	<ul style="list-style-type: none"> • Attendance numbers 50-75 	October 2025

	Students of colour and international students	Global village	<ol style="list-style-type: none"> 1. Coordinate with Abhee, Aafiya and Roven 2. Global kitchen (vendors, volunteers) 3. Global market (vendors, volunteers) 4. Educational panels (speakers, volunteers) 5. PULSE showcase (performers, volunteers) 6. Afrobeats club night (DJs, volunteers) 	<ul style="list-style-type: none"> • Afrobeats club night attendance 150 • Educational panel/guest speakers 50 • PULSE 100 • Global kitchen 200 	February 2026
	Gender minoritized students	FemExpo	<ol style="list-style-type: none"> 1. Coordinate with GEM Coordinator and Georgia 2. Assist with running panels and nightlife 3. Assist with catering/labour 	<ul style="list-style-type: none"> • Attendance numbers 150 per event 	March 2026
Host events that enhance student life	All students	Semesterly clothing swaps	<ol style="list-style-type: none"> 1. Book space 2. Collect and manage donations 3. Advertise events 4. Coordinate with volunteers 	<ul style="list-style-type: none"> • Number of donations received and taken • Frequency and consistency of event execution 	Ongoing 2025-2026
	Students looking to develop market experience and sell their art and other goods	Winter holiday market	<ol style="list-style-type: none"> 1. Book space 2. Secure vendors, especially student vendors 3. Promote event through various channels and ensure adequate preparation 	<ul style="list-style-type: none"> • Number of student vendors • Attendance 200 	November 2025
	End of year donation station with UVic		<ol style="list-style-type: none"> 1. Coordinate with UVic organizations 2. Ensure community orgs have buy-in 3. Coordinate advertising, including instagram takeover 	<ul style="list-style-type: none"> • 20 tables of donations 	April 2026
	All students	Puppy playtimes	<ol style="list-style-type: none"> 1. Coordinate with PATS 2. Book space 3. Coordinate with volunteers and potentially SSD 	<ul style="list-style-type: none"> • Frequency and consistency of event – twice per semester compared to once per semester last year 	Ongoing 2025-2026



Campaigns and Community Relations

Michael Caryk (he/him) - **Interim Director of Campaigns and Community Relations**

Georgia De Souza, **Gender Empowerment Centre**

Roven Brooks-Stephenson, **Students of Colour Collective (SOCC)**

Dacian Filipescu, **Society for Students with a Disability (SSD)**

Section 1: Portfolio Introduction

The Campaigns & Community Relations portfolio continues to evolve through diverse approaches in advocacy, reflecting the dynamic nature of student experiences. In taking on this role, the Director brings a personal sense of adventure and openness to innovation, grounded in empathy and developed through lived undergraduate experiences.

This year, the portfolio is rooted in a renewed commitment to improving student safety, wellbeing, and quality of life. At the heart of this work is a desire to build a stronger campus community by making it one where students feel supported, heard, and empowered. To achieve this, the UVSS is prioritizing collaboration across internal departments and fostering meaningful relationships with advocacy groups. These partnerships allow us to better understand student concerns and respond with sensitivity and respect.

Our main goal is to strengthen connections within the UVSS and across the broader UVic community by creating positive, long-term relationships that reflect the diversity of student lives. Within our capacity in this portfolio the director of campaigns and community relations is striving to lead campaigns that promote social justice and student rights, adapting priorities to reflect changing campus needs. The Campaigns and Community relations Director acts as the spokesperson for the UVSS and its campaigns, managing media relations and representing the society at all levels of government, as well as with provincial and national student organizations. By liaising with external committees, coalitions, and partners, the Director will ensure that students' voices are included in key decision-making spaces and community initiatives.

At its core, this portfolio strives to uplift all students. Through thoughtful collaboration and proactive outreach, we work toward a campus where students don't have to worry about rent, food, or tuition; where mental health is destigmatized and supported; and where everyone can live, learn, and express themselves safely without fear of discrimination or violence. Together, we're not just reacting to student challenges, we're cultivating a culture of care and community.

For the 2025-26 academic year we are focusing on the following campaigns:

- 1) **ReThink Mental Health** (All students and experts within the advocacy groups; SSD, SOCC, GEM, Pride Collective, and NSU)
- 2) **Safer Use** (partnered with Student Wellness Centre and SUBSTANCE UVic)
- 3) **Let's Get Consensual** (partnered with the Anti Violence Project)
- 4) **Fed Up** (partnered with UVSS Food Bank)

Last year's survey highlighted the urgent need to better support students facing mental health challenges. In response, our student society is prioritizing holistic, preventative approaches by equipping students with tools to navigate growing external pressures. To address food insecurity, we're providing free hot lunches and fundraising for the campus food bank. Building on our expanded naloxone training program, we're enhancing its value by offering certification in partnership with the Student Wellness Centre. We're also investing in campus safety by expanding Good Night Out services, following strong results from last year's rollout shown in the feedback received from students.

Other campaigns this year we are remaining active in with to improve capacity for more work in the future are:

- **Housing Now!** (partnered with Greater Victoria Acting Together)
- **Make Transit Work** (partnered with Camosun Students' Society)
- **Shift Our Campus**
- **Access4all** (SSD led, UVSS campaigns supported, UVSS campaigns supported)

Section 2: Primary Goals and Context

Goal #1: Improve campus safety

Built into our Let's get consensual and safer use campaigns we are aiming at improving overall safety for all students on campus. With the growing uncertainty with tariffs from the US, people have become more desperate to obtain access to resources that help them thrive, which has made students resort to shoplifting, theft and other crimes when there is no other option. We are working on addressing food insecurity because when people don't have the resources to help them survive they can turn to unhealthy alternatives. In the summer we noticed that on the bathroom walls we had unacceptable hate speech that was directed to minority groups our organization has the responsibility to represent. We are taking action from this concern about the safety of our campus and the students in it by stepping it up for all students to feel safer in our campus community. Our goal is to make UVIC a place where all students feel like they can go to school, socialize, make lifelong friends and feel safe doing that. This year, we are focussing on hiring a nonprofit organization called Good Night Out in collaboration with EQHR, Office of Student Life, and Campus Security. Planning on hiring Good Night Out more frequently than previous years to help reduce any instances of harm and sexualized violence on campus. Since most sexualized violence cases occur in the first two months of school starting, a key part of our strategy is to have Good Night Out the first 3 weekends of the school year to reduce the probability of anyone experiencing sexual assault or self-harm.

I also want to continue the naloxone training sessions the UVSS offers, as they were a great success last year. A significant number of students have participated in the training that we offer in collaboration with the student wellness centre and Substance UVIC, and I plan to keep student engagement with this event going. Furthermore, this year we are going to improve what students get out of completing naloxone training. Upon completion, students will get a certificate (for in-person training), and we'll provide cookies and refreshments to incentivize the training sessions and make them more social.

Goal #2: Encourage the students to be the best possible versions of themselves

Every new semester brings opportunities for students to reinvent themselves, make new friends, try new things, and start new classes. We at the UVSS want to encourage students to set goals for themselves, and aim to achieve more amazing things both inside and outside the classroom. I want to show students they can put the past behind them and that there's so much to look forward to. Rather than focusing on specific people with specialised mental health struggles, in the rethink mental health campaign we are encouraging people to routinely take the necessary steps to be better versions of themselves. This can range from destigmatizing seeking out supports offered on campus such as the peer support centre, student wellness centre and supports offered at affordable rate through students coverage on the automatically enrolled student care plan and can be as simple as reminding others to take care of themselves at take necessary self care steps to maintain a healthy lifestyle.

We are going to encourage students to take advantage of resources already available to them by promoting the student wellness centre, peer support centre, and support available through coverage at the student care program.

Goal #3: Strengthen collaborations within the UVSS and with other organizations; work closely with the Director of Outreach to increase awareness of UVSS on campus and in the community. (Improve Lobbying efforts and reducing barriers for grassroots student advocacy)

By strengthening internal and external connections within the UVSS, we can unlock greater capacity for impactful collaborations moving forward. UVic's geographic and political positioning offers a unique advantage from a lobbying perspective, which we must leverage more effectively. One key area for improvement is the transition between student leadership roles given the short one- to two-year terms, there's often inefficiency and lost momentum that is lots of work to rebuild consistently. Students bring forward important issues at unpredictable times, and while we're limited to 35 hours a week, the demand often far exceeds that. By committing to a strategic plan that streamlines processes and improves continuity, we can empower future directors to build on our work and better serve the student body. Enhancing openness and flexibility will allow us to amplify student voices and foster greater engagement. Collaborating with the Director of Outreach and University Relations to reduce bureaucratic barriers will further enable grassroots student movements to thrive, ultimately strengthening the UVSS's ability to drive meaningful change.

Goal	Target Audience	Strategies	Tactics	Measurables
Improve campus safety	All students	Partner with Good Night Out & strengthen social media reach.	Increase event presence by hiring Good Night Out more often and amplify on social platforms.	Hire more than previous year; attend multiple events
	International students	Expand emergency awareness via social media & multilingual resources	Collaborate with UVic offices & create handouts explaining Canadian emergency services for international students.	Attend 1 event, monthly social media story, create pamphlet
	All Students	Raise AED awareness with multimedia & shared messaging	Collaborate with GSS & UVic to create AED video & integrate some basic AED training into naloxone training.	AED video produced, posted as joint social media content. In place for fall semester.
Encourage the students to be the best possible versions of themselves	All students	Improve outreach & diversify training opportunities.	Promote prehabilitation via peer support, student wellness, naloxone & sexualized violence training.	Tabling is done at least once a month with over 30 students learning about prehabilitative options on campus to make people feel safer.
	All students	Help build students' resumes and build community.	Collaborate with student wellness to issue certificates & provide catering so people have a reason to stick around afterwards.	Certificates prepared & ready for in-person training in September to show knowledge in how to administer naloxone on the basic level.
	All students with more attention to students in minority groups	Promote inclusive recreation in intramurals	Work with Megan Vlahiotis to have a great event for students who do not typically participate in recreation themselves.	We host a wonderful event where at least 50 students who do not feel safe going out feel safe and included going out in the Spring term.

	All students	Destigmatizing and showing that caring about mental health is for everyone!	Social media outreach- maintenance monday. We want all students to understand that no one has perfect mental health and that this improvement is a continuous process of taking the step to mitigate risks of mental health becoming poor from not seeking out the support or taking the steps early. Utilize the Foster Feature with the director of outreach and university relations.	On the instagram story during the fall/ winter semesters every Monday- showcase a way students can maintain a better lifestyle. Have the momentum build up so over a thousand students are seeing our mental health monday on the story each week.
Strengthen collaborations within the UVSS and with other organizations. Work closely with Outreach to increase awareness of UVSS on campus and in the community.	External organizations	Working with BC3, BCFS, and attending the SUDS (student union development summit)	Letter to BC ferries to lobby for reduced ferry rates for all students, and promote solidarity for future collaboration opportunities. Show support for AMS by supporting the Canadian Youth Climate Corps (YCC) which promotes student jobs.	Receive support from at least 5 student organizations at SUDS to support our joint letter that is prepared in preparation for SUDS.
	Helping out with tabling for Consent Awareness week in collaboration with the EQHR and Office of student life (OSL)	Social media collaboration	Have a presence in the sexualized violence awareness week ran by the EQHR, OSL in September. Create our own version of the sexualized violence prevention centred around halloween since this is far enough from campus kickoff that we would have time to regroup and regain energy as a student society and coordinate with events director on the date we hire good night out synced up with when the event is run.	Helping out with tabling for SVAW in collaboration with the EQHR and Office of student life (OSL) attending at least 60% of the tabling.
	First year students, advocacy groups, and department managers.	Supporting the Mental health resource fair ran by SSD	Running a UVSS campaigns table since this event is a great way to support the rethink mental health campaign. Helping support the event by keeping it accessible, and help get more volunteers to help out.	Support parking fees to help support the event to keep it accessible, and help find volunteers to help out.
	Supporting advocacy group led campaigns, and all students needs.	Supporting access4all	Bring new ideas to bring more energy and momentum to the access4all campaign. Work on the socio-economic barriers to education threatening everyone from having a fair opportunity to become successful. Expand this campaign to also advocate for longer library hours and more study spaces for students to access.	Bring a new approach to how the campaign is run slightly to attract a wider audience who all want more accessible education. Attend meetings and keep the excitement and energy up.



Student Affairs

Katie King (she/her) - **Director of Student Affairs**

Section 1: Portfolio Introduction

The Director of Student Affairs acts as a point of contact and support person on the board for student groups on campus. This includes clubs, course unions, faculty student societies, advocacy groups, and affiliated groups. In this role, the Director of Student Affairs is a key person on the board for addressing the questions, comments, and concerns of student groups on campus. The Director of Student Affairs works behind the scenes orchestrating CCU days, assisting in running club and course union finances, and ensuring that safety measures like sexualized violence prevention training

are taken. The Director also chairs committees such as the Advocacy Relations Committee, Clubs Council, and Course Unions Council to ensure that student groups have the support that they need to serve students. The Student Affairs portfolio helps in supporting the cultivation of students' voices and their engagement in our UVSS community.

I ran for this portfolio because I'm passionate about the rich community that student groups on campus create. I hope that I will be able to support and expand this and make these communities a safer space for everyone.

Section 2: Primary Goals and Context

Goal #1: Increasing accessibility at CCU days.

Disabled students on campus already face barriers when it comes to getting involved with student groups. As a disabled student myself, CCU days have been hard for me to attend in the past due to lack of accessibility. Our student groups, specifically our clubs, course unions, advocacy groups, and affiliated groups, are key places for community on campus. I want to help all students find community and have access to our many groups on campus. We can help to do this by modifying original floor plans and the environment, while still keeping as many tables as possible open for clubs and course unions. We will also set aside time to create a sensory friendly space which will allow more students to get involved with the UVSS community.

Goal #2: Expand Sexualized Violence Prevention training throughout the Student Affairs portfolio.

The safety of UVSS members as well as our larger community is a major priority. Sexual and gender based violence is becoming an epidemic in BC. It is important for student leaders to be trained on how to keep their members and community safe. Through utilizing resources that already exist, such as workshops from community organizations, and working with different organizations on campus, such as

EQHR, OSL, and AVP, we can continue to develop better programming and more safety nets for student groups to utilize. By updating policy, increasing the numbers of people who get training, and creating a better index of approved sexualized violence prevention training, I hope to help ensure that student leaders have the skills to help their members if and when they need it.

Goal #3: Creating more financial accountability.

The Student Affairs Director works directly with club and course union funding. By streamlining the existing frameworks within the student first portfolio and clubs and course unions funding and accounts, we can establish a more definitive timetable for cheque requisitions. This entails explicitly defining the timelines, weekly and semester, to clubs and course unions. Second, having more time towards the latter part of the semester to process cheque requisitions will shorten the overall timeline in processing the same. This timeline can also be worked into the continual updating of club and course union accounts to make sure that they are up to date with any changes. Lastly, by building on the pre-existing club and course union event planning form and adding in a section for event planning financial accountability, we will be able to better assess how student fees are being used for club and course union events.

Goal	Target Audience	Strategies	Tactics	Measurables	Timeline
Increase accessibility at CCU days	Clubs and Course unions as well as their members and disabled UVic students	<ol style="list-style-type: none"> 1. Create a new floor plan with a focus on accessibility 2. Implement an accessibility hour 	<ol style="list-style-type: none"> 1. Work with catering to create a floor plan for CCU Days with a focus on making the spaces that we use more accessible for students 2. Adjust the layout of tables to allow easier movement while not jeopardizing the number of tables open to CCU 3. Implement an accessibility hour 4. Create a more sensory friendly spaces in the sub upper lounge 	Positive response from Clubs and Course Unions as well as more disabled students getting involved with Clubs and Course Unions on campus	<p>Fall Semester Start planning and drafting floor plans (May-July) Finalized planning and open applications (August) Assign tables, set up, and host event (September)</p> <p>Spring Semester Start planning and drafting floor plans (November-December) Finalized planning and open applications (December-January) Assign tables, set up, and host event (January)</p>
Expanding Sexualized Violence Prevention training within the Student Affairs portfolio	Clubs, course unions, and faculty student societies and their members	Look at increasing the amount of people and time required to get Sexualized Violence Prevention training, implement Sexualized Violence Prevention training for the FSS executives, Look into Policy updates	<ol style="list-style-type: none"> 1. Work with AVP, EQHR, and OSL on creating a list of approved courses for executives to take 2. Increase the amount of time SVP training needs to be retaken to every year 3. Update policy to better reflect the importance of SVP training 	Policy changes and more executives registered as having taken Sexualized Violence Prevention training	<p>Looking into policy/start working with EQHR, OSL, and AVP/ start talks with the FSS (June-August) Start dialogue with clubs and course unions about updating policy and how to still make SVP accessible (September-November) Update policy talk to clubs and course unions (December-February)</p>

Increase financial accountability for Clubs and Course Unions	Club and course union executives as well as their members	Make a timeline for cheque requisitions that will get them to clubs and course unions in time. Update and work on club and course union accounts to make sure they are always up to date. Create accountability of spending surrounding events	<ol style="list-style-type: none"> 1. Create a weekly and semesterly time line for cheque requisitions and communicate that with clubs and course unions 2. Spend time learning about and making sure that everything is up to date with club and course union accounts and continue with this process throughout the year 3. Add in a section to the club and course union event planning form for financial transparency 	The club and course union accounts stay up to date, cheque requisitions are completed in the timeline, there is generally more transparency surrounding spending at club and course union events	<p>Go through club and course union accounts, pass clubs and course unions event form update, develop a timeline for cheque requisitions (May-August)</p> <p>Update club and course union accounts, inform clubs of the timeline (September-December)</p> <p>Update club and course union accounts, make sure that club and course union accounts and good heading into the next fiscal (January-April)</p>
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International Student Relations

Abhee Senthilkumaran (she/her) - **Director of International Student Relations**

Section 1: Portfolio Introduction

The International Student Relations Portfolio aims to build strong connections with international students at UVic and advocate for necessary changes within the University and the UVSS. The Director of International Student Relations (DISR) plays a key role in bridging the gap between international students and their surrounding communities. Some ways this role helps bridge the gap is by collaborating with on-campus partners to organize events, broadening the reach of international students to larger organizations, and promoting UVSS and on-campus services tailored to support them. The main stakeholders for the International Student Relations (ISR) portfolio are international students, UVic's

International Student Services (e.g.: Global Community), clubs and course unions, advocacy groups, and other UVSS BoD members.

Within the ISR portfolio exists the ISR Committee, where important decisions are made through internal portfolio discourse and deliberation. These decisions may be member-driven; students—whether part of the ISR Committee or not—can voice their concerns and ideas, which are considered carefully and acted upon if seen fit. Alternatively, decisions can be portfolio-driven, where the committee will address issues that are ongoing, structural, or previously identified as priorities. Regardless of the origin, the DISR and supporting DALs ensures that every event, policy, strategy, and idea is considered from the perspective of international students. International students—who are marginalized and vulnerable groups of people—may struggle to thrive in their new environment, therefore we must prioritize their well-being and enhance their support systems to meet their specific needs.

Section 2: Primary Goals and Context

Goal #1: Host events where international students can connect, build friendships, and foster a sense of community.

Engagement from international students with the UVSS remains lower than desired, presenting a pressing challenge for the ISR portfolio. Without carrying out the necessary steps to increase engagement, international students risk being excluded from the diverse social and cultural environment that UVic has to offer. The ISR portfolio should aim to help students navigate new transitions, such as adapting to a new culture, building new social networks, and managing academic pressures in an unfamiliar environment.

The UVSS, particularly through the ISR portfolio, has the responsibility to foster active participation from international students through inclusive, accessible, and culturally relevant programs. This can be done through expanding the number and variety of events targeted toward international students. Collaborating with the Events Portfolio, cultural clubs, UVSS advocacy groups, the UVic International Centre for Students, and the UVic Global Community would not only broaden reach but also strengthen community ties and involvement. Additionally, the use of social media, and other networking platforms will be beneficial to promote these events.

Goal #2: Advocate for more comprehensive, culturally sensitive mental health services for international students.

Mental health is a key part of a student's quality of life and academic success. However, a majority of international students often face distinct challenges that place them at a higher risk of mental health problems. This includes, but is not limited to: homesickness, culture shock, isolation, language barriers, financial constraints, and food insecurity.

Despite these concerns, many international students are unaware of the mental health resources available to them on campus, or find those services inadequate or inaccessible. The UVSS, through the ISR portfolio, has a critical role in advocating for mental health care for all. The ISR portfolio, along with potential collaborations with the Peer Support Centre and other advocacy groups, aims to do so by deriving research through surveys and verbal input, and then establishing a well-articulated guide for accessible international student mental health resources in Victoria.

Goal #3: Continue lobbying UVic Administration to provide on-campus housing, with a distance-based priority.

International students continue to face persistent challenges when navigating the housing market in Victoria. A majority of students arrive unfamiliar with Canadian rental norms, and face numerous language and cultural barriers which make them more susceptible to scams and discrimination. The current UVic on-campus housing allocation system does not take these disadvantages into account.

A distance-based priority housing system would ensure that the UVic Administration prioritizes students who live farther away from Victoria. This proposal was introduced last year (2024-25) by the former DISR, and had a goal of collecting 2,000 petition signatures. I believe that 2,000 signatures is currently far from our reach, so we should aim for at least 300 petition signatures from international students, and work on developing the proposal further.

Goal	Target Audience	Strategies	Tactics	Measurables	Timeline
Facilitate events where international students can connect, build friendships, and foster a sense of community.	International students BIPOC community	Collaborations with the Events Portfolio, UVSS advocacy groups and external partners Create proper communication channels (e.g.: ISR mailing list, Instagram posts)	Collaborate and work closely with the Events portfolio, cultural clubs and other external partners (e.g.: Global Community, SOCC, Pride Collective etc.) Increasing international student engagement and participation by using a forum, group chat and various social media platforms. Enhance visibility of the ISR Committee by highlighting its initiatives, events, and student representatives through social media and the UVSS website. Continue organizing community-building events, such as <i>Global Village</i> and <i>Talent Show / Afrobeats Night</i> in collaboration with the Director of Events. Host new events, such as Language and Cultural Exchange Events, Game Nights, etc.	Track event attendance. Compare the percentage of turnover (increase or decrease by how much) from 2024-25 Collect participant feedback through surveys sent after events or verbal input	Ongoing 2025-26 and upcoming years
Ensure that international students at UVic have access to culturally sensitive mental health support services.	International Students Peer Support Centre UVic Student Wellness Centre	Raise awareness of importance of culturally sensitive mental health resources	Get feedback through surveys, verbal input on current experiences with existing UVic counselling services, especially for international BIPOC students. Partner with Peer Support Centre and other advocacy groups to develop resources specially for international students (e.g.: workshops, guides, events within budget) Make a mental health handbook on the ISR webpage with relevant resources Collaboration with the Campaigns portfolio to advocate for UVic to provide better Canadian emergency awareness services for international	Surveys responses and verbal feedback	Fall 2025 - April 2026 and continued over upcoming years

			students		
Continue lobbying UVic Administration to provide on-campus housing to distance-based priority	International Students UVic Housing Team	Push UVic Housing for changes in on-campus housing policies	<ol style="list-style-type: none"> 1. Amend and enhance the proposal outlining the benefits of a distance-based prioritization system with UVSS Communications and the Campaigns Portfolio 2. Tabling to get feedback on the different housing options international students prefer and raise awareness via social media 3. Discuss these plans with the Director of Campaigns regarding advocating to provide more transparency in the on-campus housing system. 	In 2024-25: goal was to get 2000 petitions, we aim for the same number (since it was not possible last year)	Fall 2025 until January 2026 to complete proposal Reach out to UVic Housing Admin: January 2025 onwards

Conclusion

The UVSS strategic plan is here to help outline and support the goals created by the Board. This plan showcases our organization's vision, mission, and values, and helps us to remain consistent and accountable.

The Board aims to preserve and enhance student involvement to amplify the impact of our work. Our Strategic Plan shows each portfolio lead's commitment to engaging all students, as well as how they plan to achieve their individual goals. Though the board has many different goals outlined above, everyone has the goal of supporting the UVic student body and maintaining the integrity of the UVSS.

Maintaining our priorities and ensuring effective student governance is at the heart of our goals. The UVSS is a unique organization, governed for and by students, and ensuring its success is our priority. Through working with partners and other student organizations, we can expand the reach of the UVSS and continue to support students. Collaboration amongst a vast network of partners is crucial for the UVSS to achieve its objectives, and they are key partners to all of us.

Progress reports are published in December, and a comprehensive summary of achievements will be included in the Annual Report at the end of the Board term. For questions, comments, or updates on our progress, please follow us on social media (@uvss) or contact the Director of Finance and Operations at finance@uvss.ca.