



university of victoria
students' society

2026/27 STRATEGIC PLAN

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Executive Summary

The University of Victoria Students' Society (UVSS) student-led non-profit established in 1964 that supports and represents undergraduate students at the University of Victoria.

Every undergraduate student at UVic is automatically a member of the UVSS.

Being the voices that represent the undergraduate body, we advocate for various issues, attempting to bridge the gap between student needs and the services they can access.

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).

The UVSS provides an opportunity for students to shape their campus.

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!

Territory Acknowledgement

We acknowledge and respect the Lək'wəŋən (Songhees and Xʷsepsəm/Esquimalt) Peoples on whose territory the university stands, and the Lək'wəŋən and W̱SÁNEĆ Peoples whose historical relationships with the land continue to this day.

The UVSS would like to honour and raise our hands to the Xʷsepsəm, Songhees, and W̱SÁNEĆ peoples whose unceded territories we live, play, and learn on. We acknowledge the Lək'wəŋən and SENĆOŦEN speaking peoples who have historically cared for and sustained relationships with these lands since time immemorial.

As a student union, we recognize the privilege, power and responsibility we have, to stand up in a meaningful and actionable way against the colonial beliefs and systems of oppression that have harmed indigenous people since settlers arrived.

Ensuring that Indigenous voices, perspectives, and knowledge are seen, heard, and shared is vital part of how we fight these systems of oppression. Uplifting teachings like the Coast Salish teaching of Nuts a maht (We are One) which teaches that everyone and everything have value and purpose and deserve dignity and respect regardless of race, sex, gender, age, or ability.

As fellow students, we encourage you to reflect and recognize your own personal connection to the land and how you can personally work to uplift indigenous teachings. As your student union representatives, we remain devoted to the ongoing process of decolonizing and uplifting and incorporating indigenous practice and teachings into our work.



FINANCE & OPERATIONS

Portfolio

Mariah Luzon (she/her) - **Director of Finance and Operations**

Section 1: Portfolio Introduction

The Finance and Operations portfolio exists to foster the organization's fiscal health, Student Union Building (SUB) operations, and key services like the health and dental plan and the bus pass. It ensures accountability for the annual

budget, overseeing student fees while supporting student run businesses and advocacy.

The work is led by the Director of Finance and Operations and members of the board of directors, and decisions are supported and implemented through collaboration with the excluded management, the Graphics and Communications departments, and the General Office staff.

Decisions are reached through consensus by the Finance and Operations Committee, which are then recommended to the Board. The result is a functional feedback loop that requires intense collaboration and clear communication.

Section 2: Primary Goals

The goals below are organized in order of priority: food security, financial literacy, raising foot traffic for SUB businesses, and expanding student options after hours. Each one is meant to raise student involvement with the UVSS while delivering something of real value.

1. Increase food security on campus.

Food security is a priority of the Finance portfolio this year. The three main initiatives to help promote food security are:

- Increase food bank awareness so more students know it exists and feel comfortable using it
- Increase food bank storage so the food bank can hold and distribute more
- Establish a recurring breakfast club. The goal is to consistently give out free breakfast to students as a direct way of fighting food insecurity on campus.

2. Increase and promote financial literacy on campus.

Financial literacy is something that can help all students. One initiative to promote this will be to create financial literacy sessions to help the student body understand and work with their finances. Working with partners and subject matter experts, the goal is to keep sessions educational rather than promotional, and to help students understand their finances better.

3. Raise foot traffic for SUB businesses through marketing initiatives.

The student run businesses in the SUB depend on steady traffic to stay healthy. Targeted marketing initiatives, cross promotion with events, and better visibility for what the building offers will support revenue and continue to make the SUB a place where students want to spend time. Students who study, work, or attend events in the evening have limited options on campus. Additionally, expanding after-hours awareness for food options in the SUB, serving students while supporting the building's businesses at the same time.

Strategies and Tactics

Goal	Target Audience	Strategy	Tactics	Measurables
1. Increase food security on campus	All UVic students, particularly those experiencing food insecurity	Build a coordinated food security program combining awareness, storage capacity, and reliable free food, sustained through partnerships rather than budget strain	- Run a food bank awareness campaign with Graphics and Communications - Assess food bank storage capacity and identify upgrades needed - Scope a recurring campus breakfast club giving out free breakfast on a consistent schedule - Approach potential sponsors and community partners to fund the breakfast club long term	Food bank usage, breakfast club attendance, campaign reach
2. Increase and promote financial literacy	Clubs, course unions, and wider student body	Deliver practical financial education through the portfolio directly and through carefully vetted partners	- Explore partner-led financial literacy sessions with guardrails against product promotion - Promote sessions through social media	Attendance numbers, partner sessions delivered
3. Raise foot traffic for SUB businesses	All UVic students	Make SUB businesses more visible so students know what the building offers and have more reasons to spend time there	- Cross promote SUB businesses at UVSS events and through event programming - Coordinate with Graphics and Communications on regular business campaigns - Improve social media content for SUB businesses - Track sales and traffic patterns to evaluate which initiatives are working - Review evening demand and student	Campaign reach, reported traffic increases, social media engagement, sales trends

			feedback to identify gaps	
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Timeline

	Short Term (under 6 months)	Mid Term (6 to 8 months)	Long Term (over 8 months)	Ongoing
Goal 1: Food Security	X	X	X	X
Goal 2: Financial Literacy	X		X	X
Goal 3: SUB Foot Traffic		X		X

Goal 1 begins immediately with awareness work and breakfast club planning, with sponsorships developing over the year.

Goal 2 starts short term with partner sessions developing later in the year.

Goal 3 builds over the fall as marketing campaigns roll out and continues all year.



OUTREACH & UNIVERSITY RELATIONS

Portfolio

Matthew Curtis (he/him) - **Director of Outreach and University Relations**

Section 1: Portfolio Introduction

The Director of Outreach and University Relations' main purpose is to connect with students and help bring their concerns to the attention of the University. Working with the other lead directors and the board, this position ensures that all voices are heard and represents the UVSS as the main contact for any concerns that students have. This role also works with other student representative groups like the Senate and Board of Governors and chairs the Ombudsperson Advisory Committee to ensure that students are represented across campus.

This role carries a significant amount of governance work, including chairing board meetings and many other committees, as well as ensuring that UVSS policies are kept up to date and reflective of what students want and expect the UVSS to do.

Section 2: Primary Goals

The goals for this portfolio all centre around working to create a culture where students know about the UVSS and want to engage more with it, feeling empowered to make positive changes to the UVic community.

Three main objectives support this culture. First, students need to know the UVSS exists and everything it currently does for them — achieved through in-person and virtual outreach. Second, we need to hear what is and is not working for students on campus so we can best serve them. Third, we will need student-driven projects to act on the problems that are brought forward.

1. Increase awareness of UVSS operations.

Maximize outreach and visibility to students via social media and in-person events, including recurring Instagram segments, tabling during high-traffic times, and regular biweekly tabling sessions.

2. Increase student engagement.

Run an in-person and online campaigns in collaboration with student groups to increase knowledge of what the UVSS can provide for them and how they can get involved. This includes tabling at events, lecture visits, promoting meeting content publicly, social media promotion, and seeking support from existing student groups. Measurables include publicity engagement, AGM attendance, and voter turnout.

3. Support more student-driven projects.

Through regular biweekly tabling, active listening, and project guidance office hours, support students in bringing forward and acting on their own ideas and concerns. Measurables include the number and quality of proposed changes and projects supported.

Strategies and Tactics

Goal	Target Audience	Strategy	Tactics	Measurables
1. Increase awareness of UVSS operations	Undergraduate students	Maximize outreach and visibility to students via social media and in-person events	- Recurring social media segments on Instagram featuring the portfolio - Tabling during high-traffic times on campus - Regular biweekly tabling sessions year round	Social media reach and engagement, tabling sessions completed
2. Increase student engagement	Undergraduate students	In-person and online campaigns,	Tabling at campus events	Publicity, in person and virtual

		collaboration with student groups	- Lecture visits to promote UVSS involvement - Promote board and committee meeting content publicly - Social media promotion of upcoming opportunities - Seek support from existing student groups	engagement, AGM attendance, voter turnout
3. Support more student-driven projects	Undergraduate students	In-person and online campaign, collaboration, and direct guidance for students with project ideas	- Regular biweekly tabling sessions to listen to students - Active listening and documentation of student concerns - Supporting student-initiated projects and referrals - Project guidance office hours for students with proposals	Number of proposed changes, projects supported, office hours held

Timeline

	Short Term (under 6 months)	Mid Term (6 to 8 months)	Long Term (over 8 months)	Ongoing
Goal 1: UVSS Awareness	X	X		X
Goal 2: Student Engagement	X	X		X
Goal 3: Student-Driven Projects		X		X

Goal 1 and Goal 2 begin immediately at the start of term and run all year. Tabling and social media work are ongoing throughout. Goal 3 develops as student concerns are gathered, with project guidance hours becoming more structured mid-term.



CAMPAIGNS & COMMUNITY RELATIONS

Portfolio

Tam Aljundi (he/him) - Director of Campaigns and Community Relations

Portfolio Introduction

The Campaigns and Community Relations portfolio connects student priorities with action. The portfolio leads and supports UVSS campaigns, advocates on issues affecting students, and strengthens relationships with governments, public agencies, community organizations, other student

unions, and campus partners.

Campaign work may address issues including student wellbeing, consent and sexualized violence prevention, harm reduction, food security, housing, transportation, affordability, civic engagement, and other emerging student concerns. The portfolio also represents student interests to municipal, provincial, and federal governments and works collaboratively with partners to advance shared priorities.

Across this work, the portfolio will collaborate with Communications and Graphics staff, other UVSS portfolios, advocacy groups, clubs, course unions, campus services, and external partners. Campaign activities and resources will be guided by clear objectives, student needs, potential impact, and available capacity, with progress and significant outcomes communicated to students throughout the year.

Primary Goals

1. Increase student engagement with UVSS campaigns.

Bring campaigns directly to students in approachable, accessible, and relevant ways while creating meaningful opportunities for students to learn, access resources, provide input, participate, or take actions.

Campaign activities may include tabling, events, workshops, classroom outreach, resource distribution, shared meals, digital engagement, consultations, and collaborations. The approach will depend on the purpose of each campaign rather than applying the same activities to every issue.

For major campaign initiatives, the portfolio will establish a clear objective and intended outcome before committing significant resources. Campaign effectiveness will then be assessed using measures appropriate to that objective.

2. Advance student priorities through advocacy and community relations.

Represent the concerns of UVic undergraduate students to governments, UVic, public agencies, community organizations, and other decisionmakers, and pursue meaningful progress on issues affecting students.

Priority areas may include housing, transportation, affordability, food security, health and wellbeing, civic engagement, and other concerns identified throughout the year. Priorities may shift in response to student needs, government decisions, or opportunities for action.

The portfolio will gather student input where appropriate, develop clear advocacy materials, meet and communicate with municipal, provincial, and federal decisionmakers, build relationships with relevant organizations and public agencies, and collaborate with other student unions and community partners where priorities align.

Success will be measured by demonstrated progress on priority issues, meaningful engagement with decisionmakers, and concrete responses, commitments, or next steps resulting from that work.

3. Strengthen student connection to community, supports, and resources.

Support opportunities that help students connect with one another, student communities, campus and community resources, and organizations that can contribute to their wellbeing and university experience.

This may include shared meals, wellness programming, educational activities, resource-focused events, and partnerships with advocacy groups, clubs, course unions, campus services, and community organizations.

Activities under this goal will respond to identified student needs and opportunities throughout the year rather than being limited to one fixed program or series.

Where appropriate, feedback will be gathered through short surveys, event feedback, participation data, informal consultation, resource uptake, or other methods suited to the activity.

Strategies and Tactics

Goal	Target Audience	Strategy	Tactics	Measurables
1. Increase student engagement with UVSS campaigns	UVic undergraduate students, with particular attention to students most affected by specific campaign issues	Deliver focused campaigns with clear objectives and accessible opportunities for students to participate or act.	- Establish a clear objective and intended outcome for major campaign initiatives - Deliver campaign tables, events, workshops, classroom outreach, resource distribution, digital engagement, or consultations as appropriate - Provide opportunities for students to learn, give input or access resources.	- At least three major student-facing campaign initiatives - Participation and reach where available - Resource uptake or actions taken where relevant - Student feedback - Progress toward the intended

			• Collaborate with advocacy groups, clubs, course unions, campus services, and external partners • Coordinate with Graphics and Communications on accessible and recognizable campaign materials	outcome of each major initiative
2. Advance student priorities through advocacy and community relations	UVic undergraduate students, governments, UVic, public agencies, other student unions, community organizations, and relevant decisionmakers	Clearly represent student concerns and build relationships that can help advance priority issues	• Identify and prioritize a manageable set of advocacy files • Gather student input where appropriate • Develop materials that clearly communicate UVSS advocacy priorities and efforts • Meet and communicate with relevant municipal, provincial, and federal decisionmakers • Engage UVic, public agencies, and community organizations on student priorities • Collaborate with other student unions and organizations where priorities align • Follow up on major meetings and advocacy files • Communicate significant developments and outcomes to students	• Documented progress on priority advocacy files • Meaningful engagement with relevant decisionmakers and partners • Responses, commitments, policy movement, or concrete next steps secured where possible • Student input gathered where appropriate • Significant advocacy developments and outcomes communicated to students
3. Strengthen student connection to community, supports, and resources	UVic undergraduate students, particularly those experiencing isolation, exclusion, or barriers to participation	Create and support welcoming opportunities that connect students with people, communities, supports, and resources	• Support shared meals, wellness programming, educational activities, resource-focused events, and inclusive initiatives • Collaborate with advocacy groups, clubs, course unions, campus services, and community organizations • Connect students with relevant campus and community supports and resources • Gather feedback using methods appropriate to each activity	• Student-facing connection or resource initiatives delivered • Student participation • Partnerships involved • Resource uptake or connections made where relevant • Feedback on whether activities were

				useful, welcoming, accessible, or helped students connect with supports and community
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Timeline

	Short Term (under 6 months)	Mid Term (6 to 8 months)	Long Term (over 8 months)	Ongoing
Goal 1: Campaign Engagement	X	X	x	
Goal 2: Advocacy and Community Relations	X	X	X	X
Goal 3: Student Connection and Resources	X	X	x	

Goal 1 begins in the short term with establishing objectives and launching major campaign initiatives. Campaign activities will continue through the fall and winter, with approaches adjusted based on student engagement, emerging priorities, and available capacity. Later in the year, major initiatives will be evaluated and outcomes documented.

Goal 2 begins immediately and remains ongoing throughout the year. Advocacy and community relations will include identifying priority files, gathering student input, engaging decisionmakers and partners, maintaining follow-up, and responding to emerging opportunities or issues. Later in the year, progress and ongoing relationships will be documented to support continuity into the next Board term.

Goal 3 begins with partnerships and student-facing activities in the short term and continues throughout the academic year. Programming will respond to student needs and opportunities, with feedback and participation used to inform future activities.



EVENTS

Portfolio

Mohan Selvarajan (he/him) - **Director of Events**

Portfolio Introduction

Events are where students see the UVSS in action. We run Free Hot Lunch, put on Campus Kickoff, throw the parties, book the bands, and show up in ways students notice day to day. This year the plan is simple: keep the stuff that already works running well and add a few new ideas that are cheap to try and easy for students to get excited about.

Strategic Priorities

Double up on Free Hot Lunch.

We've moved Free Hot Lunch from once a month to twice a month, in both Fall and Winter. That's nearly double the meals going out to students who need it. This is the biggest change in the portfolio this year and it directly supports food security on campus.

1. **Keep the recurring stuff running smoothly.**
Puppy Playtime, the Pop-Up Vintage Markets, and Clothing Swap don't need to be reinvented, they just need to keep happening reliably every semester so students can count on them.
2. **Get the big events right.**
Campus Kickoff, Beats by the SUB, Movie in the Quad, Winter Holiday Market, are the events that set the tone for the year. These get booked early, planned properly, and get enough budget so they don't feel rushed.
3. **Keep building with other student groups.**
Some of our best events aren't ours alone. We keep supporting advocacy-led events like Global Village, Femexpo, Gay Halloween, because that's how students from different communities feel included.
4. **Try a few new things.**
Not everything has to be huge. We're testing a Splash Tank with professors, a boxing/punching machine, games, and on-site screen printing at Campus Kickoff, plus a Personal Finance Seminar we're building with student leaders. If these land well, they stick around. If not, we move on.

Strategies and Tactics

Goal	Target Audience	Strategy	Tactics	Measurables
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1. Double Free Hot Lunch	All UVic students, especially students facing food insecurity	Run Free Hot Lunch twice a month instead of once, in both Fall and Winter	Lock in all dates early with Catering and UVic Food Services; keep volunteer teams staffed for every session	Meals given out, attendance, volunteer turnout
2. Keep recurring events reliable	All UVic students	Plan and budget recurring events first, every semester, before anything else	Book Puppy Playtime, Hot lunches, Vintage Market early; confirm partners like SSD ahead of time	Events happen on schedule, attendance tracked
3. Get the big events right	All UVic students, especially new and returning students at Campus Kickoff	Start planning early instead of scrambling closer to the date	Book venues, vendors, and bands well ahead of Campus Kickoff and Winter Holiday Market; keep some budget in reserve for the unexpected	Events happen on time and on budget, feedback collected after
4. Keep building with other student groups	All students, especially advocacy group communities	Show up to support these events, not take them over	Back Global Village, Femexpo, Gay Halloween, and NSU events; coordinate with Campaigns and Outreach where it makes sense	Number of collaborations held, how happy our partners are
5. Try new things	All UVic students	Test a small batch of cheap, easy-to-explain ideas and see what sticks	Run the Splash Tank, boxing/punching machine, games, and screen printing at Campus Kickoff; build out the Personal Finance Seminar with student leaders	Student feedback, whether it's worth repeating, what it cost us

Timeline

Goal	Short Term (under 6 months)	Mid Term (6 to 8 months)	Long Term (over 8 months)	Ongoing
Goal 1: Double Free Hot Lunch	X	X	X	X
Goal 2: Recurring Events	X	X	X	X
Goal 3: Flagship Events	X	X	X	
Goal 4: Collaborations	X	X		X

Goal	Short Term (under 6 months)	Mid Term (6 to 8 months)	Long Term (over 8 months)	Ongoing
Goal 5: Fresh Programming	X	X		X



STUDENT AFFAIRS

Portfolio

Maddy Vanderhooft (she/her) - **Director of Student Affairs**

Portfolio Introduction

The Director of Student Affairs acts as a point of contact and support person on the board for student groups on campus. Student groups include 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 organizing Clubs and Course Unions (CCU) days, assisting in managing 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.

Primary Goals

1. Increase Club Engagement.

Student groups on campus play a vital role in creating community and fostering belonging, to enrich the university experience. A main priority is increasing club engagement by highlighting the activities, achievements, and initiatives taking place across campus. Through increased promotion, highlighting club successes, stories, and opportunities for clubs to connect with one another, we can showcase the incredible work being done by student groups while encouraging greater student participation. By creating more visibility for clubs, we can strengthen campus life and help students find meaningful ways to get involved on campus.

2. Improve Club Management Software and Administrative Processes.

Effective administrative systems are essential for supporting student groups and ensuring that clubs and course unions can focus on their activities rather than navigating complex processes. This year, the UVSS is transitioning to an updated software platform to manage clubs and course unions. The Student Affairs portfolio will support this transition by gathering feedback from student leaders, identifying areas for improvement, and advocating for a user-friendly process. The updated system will provide clubs with better access to financial information, streamline registration forms and requests, and improve communication between clubs and course unions and the UVSS. By modernizing these systems, we can improve organization and make it easier for clubs to focus more on their activities instead of administrative tasks.

3. Expand Accreditation, Training, and Resource Offerings.

Clubs and course unions often dedicate a significant amount of time and energy into leading and building their communities on campus, and gain valuable skills and experience in leadership, event planning, advocacy, and project management along the way. To recognise these efforts, we will work to

expand accreditation opportunities as well as provide training and resource offerings to assist club development. This expansion includes hosting more workshops, updating resource guides, and finding opportunities for students to receive recognition for their efforts. By expanding development opportunities for student leaders, the UVSS can strengthen the long-term sustainability of clubs while helping students gain meaningful experiences and recognition that can extend beyond their time at UVic.

Strategies and Tactics

Goal	Target Audience	Strategy	Tactics	Measurables
1. Increase Club Engagement	Clubs, course unions, faculty student societies, advocacy groups, and affiliate groups	Increase visibility for student groups by highlighting their activities, achievements, and initiatives to encourage greater student participation	• Develop a CCU spotlight opportunity to showcase clubs and course unions activities • Consult with CCUs to gather their achievements, stories, and upcoming events • Encourage CCUs to submit content and engage with the events feature	Number of CCU spotlights published CCUs content submissions received, increased club visibility and participation rates
2. Improve CCU Management Software and Administrative Processes	Clubs, course unions, and CCU executives	Support the transition to an updated software platform by gathering feedback, communicating changes, and advocating for a user-friendly process	• Review CCU admin processes to identify challenges • Import club and course union data and processes into the new platform • Communicate upcoming changes and expectations to clubs and course unions • Support clubs with understanding and navigating the new system • Gather feedback on the new software • Evaluate the platform's effectiveness in managing student groups and admin tasks	Successful platform transition, feedback collected from CCUs, reduction in reported admin challenges
3. Expand Accreditation, Training, and Resource Offerings	Club and course union executives and student leaders	Expand development opportunities and recognition for student leaders through workshops, updated resources, and accreditation pathways	• Review existing training materials and accreditation available to clubs and course unions • Research and connect with potential training providers • Plan and host workshops for CCU executives • Develop a resource guide for CCU executives • Establish partnerships with campus departments	Number of workshops hosted, resource guide published, accreditation partnerships established, student leaders completing training

			to deliver accreditation opportunities and training • Create a structured pathway to accreditation opportunities • Maintain and update training resources to align with new software processes	
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Timeline

	Short Term (under 6 months)	Mid Term (6 to 8 months)	Long Term (over 8 months)	Ongoing
Goal 1: Club Engagement	X	X	X	X
Goal 2: CCU Software and Admin	X	X	X	
Goal 3: Accreditation and Training	X	X	X	X

Goal 1 begins short term with developing the CCU spotlight initiative and consulting clubs, launches midterm through social media and the newsletter, and continues as an ongoing feature throughout the year. Goal 2 is concentrated in the short and midterm as the software transition takes place, with evaluation in the long term. Goal 3 spans the full year, from reviewing existing resources and planning workshops early on to establishing accreditation partnerships and maintaining updated resources on an ongoing basis.



INTERNATIONAL STUDENT RELATIONS

Portfolio

Cherop Lyoba (she/her) - **Director of International Student Relations**

Portfolio Introduction

The role of the Director of International Student Relations (DISR) Portfolio is to enhance relations with fellow international students at UVic and address their needs through various services, projects, events, and more. The Director of International Student Relations (DISR) role

involves collaborating with on-campus partners for events, representing the voices of international students to larger organizations, and promoting UVSS and on-campus services that best assist international students, with the support of one director at large. Through meetings with UVSS and UVic stakeholders such as the other UVSS Board of Director's members, advocacy groups, and UVic campus partners - the DISR ensures that every event, policy, strategy, or idea is considered from the perspective of international students. It is essential to remind stakeholders that whenever they implement new initiatives, they must consider the perspectives of the entire student body, especially marginalized and vulnerable groups such as international students. This means prioritizing their well-being and finding ways for UVic and the UVSS to accommodate their needs effectively

This year's strategic plan is focused on long-term projects aimed at supporting international student within specific pain-points and improving the structure of the ISR portfolio to provide more capacity to support international students. The three goals will be: making DISR a full-time, adequately funded position; advancing an ongoing proposal for distance-based housing priority and increasing international student engagement with the UVSS.

Primary Goals

The three goals this year are: making the ISR Director a full-time, adequately funded position; advancing the ongoing proposal for distance-based housing priority; and increasing international student engagement with the UVSS.

1. Give the ISR Director an adequately funded, full-time position

The ISR Director role is currently the only Lead Director position that is part-time, despite carrying a portfolio-specific constituency (elected directly by international students) and a growing scope of advocacy and events work. Building the internal case for a full-time, adequately funded position with a funding model that survives election-cycle turnover would create the capacity needed to serve international students at a level comparable to other Lead Director portfolios. To avoid a conflict of interest, the position change itself is intended to take effect after the current term.

2. International Student Experience Survey

Currently there is no formal survey for specifically international students within UVic or the UVSS or comprehensive questions about the international student experience within the annual general survey in the UVSS. This does not allow sufficient data for the Director of International Student Relations to

create data driven solutions to international student pain points or causes them to act on anecdotal data that may not capture all international student's experiences. Therefore, creating a comprehensive annual survey for international students at UVic will not only allow them to feel recognized and heard but it will give both the international centre for students and the UVSS more accurate data on the needs of international students

3. Increase international student engagement with the UVSS.

International students remain under engaged with UVSS programming and governance relative to the wider membership. Their participation is essential both for their own integration and sense of belonging at UVic, and for the diversity of perspective they bring to campus life. This goal focuses on lower-cost, higher-frequency touchpoints social media, community channels, and direct feedback mechanisms to build a track record of engagement ahead of the longer advocacy asks above.

Strategies and Tactics

Goal	Target Audience	Strategy	Tactics	Measurables
Increase Hours & Funding for the ISR Position	UVSS Board of Directors Finance & Operations Committee International students (beneficiaries)	- Build the internal case through comparator research on peer student unions - Create a motion for the Annual General Meeting to edit the constitution and bylaws to change this	- Draft position rationale and comparator research on peer student unions (Jul–Sep 2026) - Discuss funding source options with the Director of Finance and Operations - Create a detailed proposal for increased ISR portfolio hours/funding - Present proposal to the Finance & Operations Committee (Oct–Dec 2026) - Bring a Board motion / budget line request (Jan–Feb 2027) - Prepare a handoff brief if the decision is deferred to the next fiscal year (Mar–Apr 2027)	- Jul 2026 – Apr 2027 - Budget: \$0–\$300 (staff time / research only)

International Student Survey	UVic International Student	Coordinate with the International Centre for Students to come up with relevant questions for international students to include in the Annual General Survey	Collect data on relevant survey questions	- Sep 2026 – Feb 2027 - Budget: \$100 (materials, tabling, printing)
Increase International Student Engagement	UVic international students	Use an outreach and social media plan to get international students engaged with the UVSS	- Regularly post on the UVSS Instagram in collaboration with the International Student Centre - Promote the ISR Committee using social media - Create an international student WhatsApp community (external from UVSS) - Create an annual survey for international students to gauge barriers to engagement	Ongoing, 2026–2027 academic year

Timeline

	Short Term (under 6 months)	Mid Term (6 to 8 months)	Long Term (over 8 months)	Ongoing
Goal 1: ISR Position Funding	X	X	X	

Goal 2: Housing Priority Petition	X	X	X	
Goal 3: International Engagement	X	X		X

Goal 1 begins with comparator research in the summer and moves through a formal proposal to the Finance and Operations Committee by year end, with a referendum petition if needed. Goal 2 runs from September through February, culminating in a formal submission to the UVic Board of Governors. Goal 3 is ongoing throughout the year as the primary engagement-building effort.