1. Prioritizing an Advocacy Focus

Improve the exchange of information and feedback between University bodies and their students

- President, in conjunction with Vice Presidents
- Develop practices that keep student association governed bodies informed
- Catalogue best practices throughout the year, to be passed onto successors

Continue to work with Amanda Cook (Director, Sexual Violence Prevention and Response) to ensure consent programming is highly visible and accessible to all staff, faculty, and students.

- Vice-President Student Life, in conjunction with the President
- Continued consultation with students through a survivor lens

Investigate, improve, and promote safety on co-op placements, with help from the Experiential and Co-op Affairs Commissioner

- VP Education, in conjunction with the Executive Committee
- Encourage students to protect their rights using new legal protection service
- Advocate to the university and CEE for WaterlooWorks employer co-op placements to have sexual violence policies that adhere to the spirit of University Policy for Students

Continually update policies to ensure alignment with current evidence-based and student-driven lobbying

- VP Education, in conjunction with the President
- With assistance from the Policies & Procedures, Education Advisory, and Budget & Appropriations Committees

Examine the feasibility of instituting a University Ombudsperson

- VP Education

Expand the Center for Academic Policy Support (CAPS)

- VP Education, in conjunction with the Academic Affairs Commissioner
- Increase funding to academic support programs, commissions
- Improve volunteer support bases for existing and new commissions
- Increase student association full-time staff hours dedicated to academic policy/support

2. Clubs and Services

Develop opportunities for collaboration between the new commissioner and the equity-seeking, student-run services, while ensuring the efficient use of resources

- VP Student Life, in collaboration with the Equity Commissioner
- Increase communication between the equity-seeking Services

Develop and assess metrics for the Services, per the Campus Life Advisory Committee’s direction

- VP Student Life, with assistance from the Campus Life Advisory Committee
- Assess the needs within the services to determine high-use areas and those in need of promotion

Revamp club funding model to provide additional support for system and administration
- VP Operations and Finance, in conjunction with the VP Student Life
- Regulate direct collection of reasonable member dues
- Explore alternatives to funding guarantee to increase support and resources
- Ensure funding accurately reflects current rate of inflation

Enable Sustainable Campus Initiative to enact its 5-year plan and meet its goals
- VP Student Life, in conjunction with the VP Operations and Finance
- In collaboration with the Sustainability Office
- Explore alternative funding options to better support volunteers and structure

3. Commercial Operations
Build out former Wasabi/Campus Bubble space into new commercial operations that supplement the diversity of offerings in the SLC food court
- VP Operations and Finance, in consideration of the financial position of the organization and long-term value-for-money
- Base new operations on student survey data, consultation, market trends, and on-and-off campus competition
- Support the build-out and continued sustenance of Pharmacy Café (The Caffeine Dispensary)

Ensure the extended food court in the SLC/PAC expansion has diverse cuisine and is more environmentally sustainable, reducing year-over-year operational costs
- VP Operations and Finance
- Increase food options for vegetarian/vegan, halal, kosher, and international cuisine for students on campus
- Provide take-out/grab-and-go as well as sit-in options for students to accommodate their varied timetables
- Introduce reusable trays and cutlery

Improve resource delivery to and better support constituency society “Coffee and Donut Shops”

Provide new direction and begin “Bombshelter Pub” renovation project, based on student feedback and budget
- VP Operations and Finance, in consideration of current budget and long-term ROI
- Update business model and assess the impact of Student Choice Initiative
- Explore a levy to support renovations and operations

4. Communication, Transparency, and Governance
Explore methods of improving student access to information on our financial position
- President, in conjunction with the VP Operations and Finance and the General Manager
- With assistance from Risk Management and Budget & Appropriations Committees
- Options to be presented to Board for a decision with minimal risk

Encourage good working relationships between staff and Students’ Council

- President, in conjunction with the VP Operations and Finance and the General Manager, to determine appropriate levels of interaction
- Connect staff with governance volunteers to ensure organizational direction benefits students
- Catalogue examples to pass onto President successor

Promote a governance process that considers organizational impacts and reflects evolving student needs

- President, in conjunction with the VP Operations and Finance and the General Manager
- Explore opportunities for vetting bylaw, policy, and procedure changes in an open and transparent way

Generate opportunities for engagement between students and their representatives (Executives, Councillors) [e.g. social/networking events, town halls, etc.]

- President, in conjunction with governing bodies and VP Education
- Focus on important governance events: general meetings, Students’ Council, town halls, and elections

Effectuate a marketing rebrand to enable a better and more genuine connection with students

- President, in conjunction with Executive Committee and Students’ Council
- Consider impact to Long-Range Plan and continually assess resonance with students
- Ensure students understand student association as their advocate, by continually working on their behalf in meaningful and impactful ways

Increase transparency and student participation in the Student Services Advisory Committee by expanding councillor and at-large student membership on the committee

- President, in conjunction with the VP Education
- Enshrine the President and all vice presidents as permanent *ex-officio* members on the committee
- Update the terms of reference to allow for Councillor appointment
- Increase committee outreach with more frequent student consultations, encouraging their participation in critical conversations regarding their services
- Establish protocol for University ancillary fees to ensure responsible, accountable fee changes

Transition marketing focus to establish a reformed priority list for the Marketing, Communications, and Outreach department to balance institutional priorities

- President, in conjunction with the VP Operations and Finance and the General Manager
- Help students understand StudentCare features (i.e. health, dental, legal plans) are offered by the association, who negotiates these terms and ensures their continued delivery
Improve media reach with proactive campaigns, especially around provincial and federal advocacy

- VP Education, in conjunction with the President
- Support marketing to free up time and prioritize advocacy efforts

Launch advocacy milestones for the organization and general awareness on the Student Choice Initiative, with help from the Marketing and Communications Department

- VP Education, in conjunction with the President
- Supporting marketing to free up time and prioritize advocacy efforts

5. Equity and Accessibility

Support racialized students

- VP Student Life, in collaboration with the Equity Office
- Work with RAISE and the Equity Office to create Making Spaces anti-racism training
- Advocate that the university create an emergency fund for Waterloo Indigenous Student Centre as their funding was recently cut by the government
- Support the Indigenous Student Association and WISC with the Indigenization strategy

Create equity training for dons focused on LGBTQ+ needs, anti-racism, and harm reduction

- VP Student Life, in collaboration with student association Services, the Equity Office, and University Housing

Make name changes in Quest easier for students

- VP Student Life, in conjunction with the VP Education

Work to protect and expand free menstrual products on campus

- VP Student Life, in collaboration with the Equity Office

Ensure student association marketing as well as all clubs and services include image descriptions on social media and embody other aspects of universal design

- VP Student Life, in conjunction with the President

Create accessibility plan for the SLC/PAC expansion to ensure AODA compliance

- VP Operations and Finance, with assistance from the Student Life Centre Management Advisory Committee

Display the accessibility level of events in their descriptions online (e.g. accessible and/or gender-neutral washrooms, stairs or ramp, strobe lighting, etc.)

- VP Student Life, in conjunction with the President
- Develop accessibility indicators (i.e. list of accessibility concerns or features) for highly used bookable rooms and all rooms within the SLC, to better assist event planners in creating accessible events
Promote a harm-reduction approach for local and municipal student events (e.g. Ezra)
- VP Education, in collaboration with the Unsanctioned Public Gathering Working Group
- With assistance from the Municipal Affairs Commissioner

Continue to advocate for more gender-neutral and accessible bathrooms
- VP Student Life, in conjunction with the President
- Work toward having these bathrooms in every building on campus, mitigating the disruption to learning when students have to search for them

Seamless integration for students with reduced course load/accommodation to easily access student association collective benefits
- VP Operation and Finance, in collaboration with AccessAbility Services

6. Financial Management
In light of the Student Choice Initiative, reform budgeting practice to ensure its accountability and implementation are overseen by students
- VP Operations and Finance, with assistance from the Budget & Appropriations Committee
- Hold Q&A sessions for better student consultation and awareness
- Reformat budget into activity buckets, informed by the Ministry of Teaching, Colleges, and Universities’ Ancillary Fee Guidelines
- Ensure more central regulation of budget practices with the VP Operations and Finance and Budget and Appropriations Committee
- Foster communication between the Budget & Appropriations Committee and applicable senior management
- Explore and develop a multi-year budgeting model

Establish a capital improvement fund and separate capital and operating funds under the budget
- VP Operations and Finance, in conjunction with the President
- Explore potential for the Student Life Centre Management Advisory Committee to administer the capital fund under the oversight of the Board of Directors
- With assistance from the Budget & Appropriations Committee, explore the structure and procedure for separate capital and operating funds, subject to the Long Range Plan draft

Gather, review, and report on opt-out data from the new fee structure
- VP Operations and Finance
- Revise strategy, service models, and planned/existing service delivery to the student body based on data
- Set up procedure for review through BAC and issue recommendations to the appropriate governing body
- Enable an opt-in system for students who have opted out
- Establish fee review and renewal/continuation protocol with Budget & Appropriations Committee in cases where Students’ Council deem a fee too high
Formalize the Student Life Endowment Fund as a Student Experience Foundation under the organization
- VP Operations and Finance, in conjunction with the VP Student Life
- In collaboration with the University Office of Advancement and Alumni Relations
- Solicit donations from industry partners and alumni
- Increase financial accountability and transparency to students

7. Long-Range/Strategic Planning
Develop a Long-Range Plan that connects with students and guides the organizational rebrand to better emphasize the core function and value of the student association
- President, in conjunction with the Executive Committee and the Board of Directors
- Discover and remedy shortfalls through student engagement and feedback
- Incorporate growth controllably and sustainably

Rethink long-term vision for funding the student association into the future
- VP Operations and Finance, in conjunction with the President
- Review staff salary and better account for growth within the University and the organization’s ancillary fees
- Implement activity-based budgeting for staff salaries to ensure funding is available and time is spent on activities that matter most to students
- Target Commercial Operation success to reduce dependence on student fees

Redirect a portion of total income to long-term investments
- VP Operations and Finance, with assistance from the Risk Management Committee
- Explore options for long-term savings to ensure continued growth remains sustainable
- Explore efficacy of unmanaged, passive funds as compared to current actively-managed funds to establish process and monitor impacts across multiple successions

Implement accessibility plans for commercial operations and SLC
- VP Operations and Finance, in conjunction with the VP Student Life
- Ensure SLC compliance with accessibility requirements and seek funding opportunities to make improvements, without risking savings or operations

Review current and historical financial state to set targets in Long-Range Plan, with metrics to evaluate financial viability and solvency as the organization grows
- VP Operations and Finance, with assistance from Budget & Appropriations Committee and Risk Management Committee

Revise and update student association’s departments’ strategic plans (incl. priorities) within context of the Student Choice Initiative
- VP Operations and Finance, in conjunction with the President
Develop business continuity plans
   - VP Operations and Finance, in conjunction with the President

Redevelop the student association’s stakeholder process
   - VP Education stretch goal

Create a prospective multi-year work plan for commissioners to limit loss of expertise and time at turnover
   - VP Education stretch goal, in conjunction with the Executive Committee

8. Member Programs and Group Benefits
Review insurance coverage and summarize which activities and circumstances are uninsurable to better communicate this transparently to student groups
   - VP Operations and Finance, in conjunction with the President

Per referendum requirements, renegotiate UPass program to include all part-time students, with at least one on-campus course
   - VP Operations and Finance, in collaboration with the VP Education and Municipal Affairs Commissioner
   - Enact long range (5-10 year) outlook to ensure continuation of reasonable fees paid by students for continued access to the program
   - Explore transit and transportation policy

Implement the new legal support service for students, as approved at referendum
   - VP Operations and Finance
   - Ensure service roll-out and marketing/communication are done in advance of public launch to secure critical threshold of students opt-in and keep program viable

Review existing restrictions on predatory management corporations and pseudo-scientific groups who table and advertise in the Student Life Centre
   - VP Operations and Finance, in conjunction with the President

Assess current Health and Dental Plan coverage
   - VP Operations and Finance
   - Particular focus on prevention and early intervention care coverage for mental health
   - Explore options for implementation of mental health assistance program for students
   - Review of the drug formulary to ensure effective coverage with rollback of OHIP+

Create an end-to-end ‘Membership Rewards and Loyalty’ program for the student association and its subsidiary societies and organizations
   - VP Operations and Finance, in conjunction with the President
   - Include features such as:
- Member insights and engagements
- Specialty pricing and consumer retention
- Management of rewards partners
- External vendor discounts for students
- Cultivate relationships with program partners across industries to increase value to students
- Centralize and increase external sponsorship levels
- Tie service delivery and rebrand initiative to have good value proposition for students

9. Societies and Satellite Campuses

Engage in better outreach to faculty societies to take advantage of new role of the Committee of Presidents (COPs) as the executive committee for Students’ Council

- President, in conjunction with the VP Operations and Finance
- Keep Societies informed and request their aid in reaching out to students often (via email, as things come up)
- Bridge gaps between Societies and use COPs to enable sharing of best practices and advice
- Clearly communicate student association’s expectations during each term (e.g. information regarding insurance coverage for events)
- Meet with incoming executive teams to align goals and provide support for Society initiatives
- Engage Society governance structures by attending society council and board meetings to participate in exchange of information between all parties

Perform thorough review of Societies’ Memorandum of Understanding to better represent current practice, continue good relationship and maintain power of societies

- President, in conjunction with VP Operations and Finance and Committee of Presidents
- Build in framework to encourage responsible society governance and outline basic financial requirements
- Build in protections for societies that allow them to continue operating as they do and bind them to the student association

Complete satellite campus visits more frequently to ensure students’ needs are being met

- President, in conjunction with the VP Student Life

Ensure student association Services work to provide fully accessible services, resources, and other offerings to all satellite campus students within the Waterloo region

- VP Student Life, in conjunction with the President
- Implement virtual peer support, granting all students access to resources, regardless of location
- Empower students to volunteer as first point of contact with satellite campus’s Society president to determine necessary services and resources
- Compile online resource guide to connect students with counselling, food banks, LGBTQ+ groups, and more in their local community
Establish Committee of Presidents finance-focused sub-committee with the purpose of discussing, sharing, and learning from each other

- VP Operations and Finance, in conjunction with the President
- Establish hiring guidelines for full-time Society staff to ensure compliance with University HR and continued protections
  - Ensure student association’s reserves are sufficient to cover society full-time staff in the event of budget shortfalls, while preparing long-term solutions
- Enshrine and formalize societies’ rights to hire casual part-time roles
- Provide controls and rights for societies to enter into reasonably limited scope and risk contracts, without needing Board of Directors’ approval
- Set uniform standards and expectations for societies to reimburse alcohol for events

Increase oversight of endowment funds by constituency societies and student association

- VP Operations and Finance
- Annually review all the projects funded, to what amounts, and ensure the value of student fees

Engage satellite campuses more frequently

- President, in conjunction with the student societies established on those campuses
- Support initiatives to bring students from satellite campuses to main campus for large events (e.g. General Meetings/Town Halls, cross-campus programming)
- Engage face-to-face with students and student leaders to address issues and concerns directly at the source

Engage students in a variety of campus centres that extend beyond Student Life Centre

- President, in conjunction with faculty societies and Vice Presidents

Improve busing and connectivity to satellite campuses

- President, in conjunction with the Executive Committee
- Student association busing with dedicated routes to each campus, and negotiate continued coverage with University through the Student Services Advisory Committee
- Meet with regional chairs and councils from Waterloo and Peel regions to improve transportation options between campuses and increase communication

10. Student Health and Wellness

Embed and enable better mental health and peer supports within the student body and established groups (e.g. MATES, RAISE) to improve mental health outcomes for students.

- President, in collaboration with CoSMH and its Peer Support Enhancement Working Group and in conjunction with VP Student Life
Give students a voice and a stake in development of campus community and improve the flow of information

- President, in conjunction with the Vice Presidents
- Encourage feedback in relevant University processes from students with lived experience of mental illness
- Connect students with Mental Wellness for continuous improvement of University services
- Bring information to students through Students’ Council and faculty societies

Foster the development and inclusion of international and marginalized student groups as part of the student association

- President, in conjunction with established student groups and clubs, particularly those representing students whose first language is not English
- Develop mutual event support and explore options for publishing marketing and other materials in multiple languages to accommodate people in their native tongue

Create a comprehensive ‘upstream’ mental health resource

- VP Student Life, in conjunction with clubs, services, and societies
- Open with an identity/interest checklist with items such as gender identity, sexual orientation, race, religion, program, if someone has faced food insecurity, if they are an international student, etc.
- After checking off what applies, applicable resources will come up including the food bank, Glow, BASE, accessibility services, etc. By showing more resources than are simply mental health specific, we will help students find community spaces to fill gaps that peer mentorship and counselling may miss. This form will be anonymous and not shared with the student association or the university
- Establish an Employee Assistance Program-styled program for students

Establish a harm-reduction strategy for the student association

- VP Student Life, in conjunction with the President

Work with Athletics to start up Women- and Trans-only gym hours

- VP Student Life, in conjunction with the President

11. University and Government Affairs

Review University Policies for improvements to student experience

- President, in conjunction with the VP Education
- Favor harm-reduction and student-first approaches in policies and engage in reviews where possible
- Bring University Policies to students to inform reviews and provide feedback (e.g. Policies and Procedures Committee)

Explore opportunities for funding and professional development of student leaders, following a holistic review of current practices with volunteer remuneration, professional development, part time labour, etc.
- VP Education, in conjunction with Executive Committee
- Provide office spaces to all commissioners/participants
- Continue to seek opportunities for development of similar service levels to the student-run services within the University and encourage the increased financial support of student-run services by the University
- Seek opportunities to expand involvement within (and potentially reclassify) student-run Services beyond students, to encompass faculty, staff, and other community members within the Waterloo Region, to better support and provide opportunities to students
- Support student leaders to decrease burnout and keep their passion for the betterment of student experience alive
- Simplify and amplify part-time staff effectiveness by building tools and processes to help future vice presidents manage workload and use commissioners efficiently

Renegotiate the SLC operating agreement to reflect new space, management rules for shared spaces

- VP Operations and Finance, in conjunction with the President

Redevelop external political organization review procedures to be less onerous than existing two-year cycles

- VP Education

Review OUSA Bylaws via fee payments to protect the student association with Student Choice Initiative implementation

- VP Education stretch goal

Conduct student consultations for Student Experience Review, with help from the Experiential and Co-op Affairs Commissioner

- VP Education, in conjunction with the Co-op Affairs Commissioner

Establish regional relationships, develop expertise on housing issues in Waterloo, and promote a harm reduction approach on the Unsanctioned Public Gatherings Working Group, with help from the Municipal Affairs Commissioner

- VP Education, in conjunction with the Municipal Affairs Commissioner

Conduct a federal ‘Get Out the Vote’ campaign, with help from the Provincial and Federal Affairs Commissioner

- VP Education, in conjunction with the Provincial and Federal Affairs Commissioner

Review and Update OUSA bylaws and procedures

- VP Education

Obtain a seat on Undergraduate Operations at the University for the Academic Affairs Commissioner

- VP Education stretch goal