



2022-23 WUSA Roadmap

A letter from your WUSA President

Dear Undergrads,

For many reasons, this year is different than most. We adopted a new governance model (which was no easy feat), and we're watching student life heal after months of remote learning, while trying to remember and rethink what learning, extracurriculars, and campus life look like in this new world. Not to mention, this year's team stepped into their roles a full term later than typical, not having the benefit of a more relaxed spring term to plan and prepare for the year up ahead.

While I wasn't expecting to step into the role of President, it's been a fulfilling opportunity and I'm glad to have a strong and passionate team behind me. I can only hope I've fostered an environment where people feel safe to voice their opinions, ask questions, challenge each other, and engage in passionate discourse with the goal of bettering the lives of students at Waterloo.

WUSA's 2022-2023 Roadmap is our version of an annual plan for what is admittedly a very unusual year with lots of learning still left to do. To clearly guide us in the work we do, we have divided the plan up into three categories: 1) Advocacy priorities, 2) Organizational goals and 3) Further work required to implement the new governance structure. In keeping with the ethos of the new governance model, new to this plan is space for those doing the work to propose their own approaches and strategies to achieving the outcomes specified by the Board.

As typical with annual plans, our goals were created to advance WUSA's Long Range Plan and includes the continuation of work on old projects along with the start of new ones brought forth by new representatives and the ever-changing needs of students. Ultimately, this plan is an amalgamation of the goals of every current Director on the Board.

While there were suggestions to extend the previous annual plan or go without one (admittedly tempting given the timelines and hours spent on this), this Board opted to draft one. It may not be as polished as some of the previous plans, but it's ours and it will provide our Board of Directors with clear priorities as they work through the winter 2023 term supporting Waterloo undergrads.

And with that, I present the 2022-2023 WUSA Roadmap. As always feel free to email me at pres@wusa.ca if you have any queries or would like to share your feedback.

Stephanie Ye-Mowe

A handwritten signature in black ink that reads "Stephanie Ye-Mowe". The signature is written in a cursive, slightly slanted style.

Advocacy Priorities

To be achieved through Directors' engagement with external stakeholders or through committee work. Students will be supported by full-time permanent staff whenever appropriate and feasible.

WUSA shall:



1. Support International Students through:

- a. Building up our policy library on international student issues specific issues and make visible these problems/proposed solutions to students and stakeholders through blogs, whitepapers, campaigns, etc.



2. Improve Accessibility and Well-being on campus through:

- a. Continuing discussions on WUSA's Accessibility Report and Proposed Post-Secondary AODA Standards at USRC
- b. Continuing to highlight the concerns and recommendations within WUSA's Accessibility and Trans and Racialized Student Experience with Campus Wellness reports
- c. Supporting province-wide calls to action on sexual and gender-based violence on university campuses
- d. Working with CEE to improve student awareness of their rights/recourses when on co-op



3. Improve the Quality of Teaching through:

- a. Supporting the work of the Digital Learning Strategy Working Group to ensure student desires and concerns with digital learning/classroom technologies are addressed
- b. Continuing to support student awareness of the new Student Course Perception Survey program, and other accountability initiatives
- c. Continuing to push for the creation of an Ombuds Office to better ensure procedural fairness and accessibility of the petitions/grievance processes



4. Improve the state of Housing

- a. Strengthening WUSA's understanding of the needs of Satellite Campus Communities, and build working relationships with elected leaders in those ridings
- b. Working with the City's Town and Gown Committee to address a municipal plan for housing
- c. Developing more specific policy recommendations from the WUSA Housing Report
- d. Running a successful "Get-Out-The-Vote" campaign for municipal elections

Operational Goals

To be achieved by full-time permanent staff through the leadership of the Executive Director and WUSA's Senior Leadership Team. Suggestions have only been provided as starting points. Board welcomes and encourages the exploration of alternative means to achieving its stated goals/outcomes.

The Organization shall:



1. Improve the quality and range of resources made available to students to help them navigate issues related to housing

Possible actions include:

- a. Reviewing WUSA's Legal Protection Program to see if its meeting members' needs
- b. Creating internal housing resources (e.g., have lawyers review leases from major housing companies to identify illegal clauses/ issues, Landlord rating platform, 'Your Rights' guides, etc.)
- c. Delivering a report on the feasibility and desirability of WUSA-owned housing
- d. Partnering with relevant organizations/agencies to improve student access to short-term emergency housing



2. Ensure WUSA's Constituency Societies, Student-Run Services, and Clubs receive clear communications as to what is expected of them, what resources are centrally available, and what pathways for feedback exist. Furthermore, WUSA will also ensure that recurring issues/desires from these groups are communicated to Board for consideration/action.

Possible actions include:

- a. Development of a "Societies: How To" document, which includes a clear organizational map of who does what for Societies and what service standards they can expect to receive
- b. Development of a document that provides greater clarity around how advocacy initiatives are approved, adopted, supported, and evaluated
- c. Creating forums that encourage knowledge exchange, skill sharing, and collaboration between Societies



3. Finalize the SLC Strategic Plan



6. Use the results of the Publications survey to revamp and relaunch Imprint



4. Prioritize the Lounge Plan (i.e., what becomes of the former "Bombshelter Pub" space)



7. Launch Chaska to improve students' access to affordable and culturally diverse food



5. Pilot and launch the Representative Survey Platform to improve the organization's ability to consult members



8. Expense Management

Implementation of New Governance Structure

For WUSA to successfully transition to a new governance model, Board and full-time permanent staff will need to accomplish the following:



1. Draft and approve a revised Policy Manual



2. Develop norms, processes, and systems necessary to ensure Board can meaningfully monitor the organization's progress toward stated goals and its compliance to WUSA policies and values.

To this end, Board would specifically like to see the following.

- a. A system for compiling and summarizing student feedback on WUSA services for Boards review
- b. A plan outlining when and how Board shall receive organizational updates
- c. The presentation of departmental strategic plans to Board
- d. The creation of a strategic plan for Campus Events



3. Develop norms, systems, and processes around how advocacy works in the new model that emphasizes strategic planning, evidence-based recommendations, and student involvement and empowerment

To this end, Board would specifically like to see the following.

- a. An advocacy communications strategy
- b. The creation of processes/systems that will enable student leaders and advocacy staff to quickly mobilize students around an issue/get out key information