



2009

A Vision To Lead

A Strategic Vision for the University Students' Council



*“To enhance the educational experience and quality of life for all undergraduates at
The University of Western Ontario.*

PREAMBLE:

The plan to follow shall be the University Students’ Council’s long-term plan, superseding the organization’s previous long-term plans, *Built to Lead: The University Student Council’s Long-Term Strategic & Tactical Plan, 2006*, and *From Gauntlet to Stairway: A Strategic Guide to the Future of the University Students’ Council, 2002*.

ENDURING PRINCIPLES:

Mission-Driven Student Government

At its core the University Students’ Council is a student government, with a mission worthy of its important place within the academy at Western. As such, truly legitimate USC programs, services, administrative functions, and operations must be meaningfully linked to advancing the organization’s student mission.

As an example, some of our operations generate net profits at the end of each year; as a mission-driven student government, it is important to recognize those profits as an added bonus of providing legitimate services that students want and need, and not as desired ends in themselves.

Thus, the organization unequivocally states that the focus of a USC managed operation must be to provide a viable, sustainable, and mission-driven service; the *raison d’être* of a USC operation shall not be to generate profits as a means of reducing the organizations reliance on student fees.

Student Involvement

One of the primary goals of this organization must be to provide leadership, skill development, and personal growth opportunities to the greatest number of students as possible. Consequently, the USC shall provide ample opportunity for student employment and volunteerism through all its operations, programs, events and services, and shall actively progress students into more senior leadership positions. The organization must endeavor to find an opportunity for any student that steps forward and expresses a desire to make a positive contribution to their community.

Accountability and Democracy

The USC and its representatives shall act in an accountable and democratic manner and will be accessible to all of its students. USC legislative documents and proceedings shall be made widely accessible, and the USC shall actively promote its function as an accessible and accountable government to the student body.

Culture of Innovation

The USC shall constantly evaluate its practices and have the courage to implement new ideas even though some might fail. The USC shall also encourage new approaches to all programs by encouraging its Coordinators and Commissioners to plan events in conjunction with other volunteers both internal and external to their portfolio.

“To enhance the educational experience and quality of life for all undergraduates at The University of Western Ontario”



Openness and Inclusiveness

The USC shall be an equal opportunity employer and shall continue to support a portfolio of programs that target and engage all students at Western with a particular focus on keeping its programs affordable to all who would like to attend. As well, the USC shall strive to ensure that all of its programs are accessible.

Flexibility

The USC recognizes the rights of every generation of students and shall take future students into consideration in its decision making so as to not limit the experience of future generations of students of Western. The USC also deeply respects and honours past generations of student leaders, and shall find meaningful opportunities to keep them engaged in supporting the aspirations of present and future leaders.

STRATEGIC THEMES:

The priorities and mandates to follow are aimed at increasing the **legitimacy, viability, and sustainability** of USC initiatives. These three themes shall act as core tests for members of council, board and the executive, commissioners and coordinators, and management over the next three years as the mandates within this plan are implemented.

Legitimacy

USC endeavours are meaningfully linked to the mission and principles of the organization, and the USC is best positioned to successfully undertake those endeavours; decisions are taken via a democratic and accountable system of student governance.

Viability

Benefits of USC endeavours – both economic and non-economic – match or exceed the costs.

Sustainability

USC endeavours can meaningfully endure and thrive into the future; this shall not preclude student innovation and risk taking, but deliberate thought must be put into the sustainability of any endeavours taken up by the organization.



STRATEGIC PRIORITIES AND MANDATE STATEMENTS

PRIORITY 1: A GOVERNMENT RESPONSIVE TO THE NEEDS OF STUDENTS

Ensure an inclusive, interactive, transparent, and student-driven government, which is responsive to the needs of students.

Provide enhanced services to better support student members of the executive, council, senate, and board of governors, in their roles as active and engaged leaders and legislators.

PRIORITY 2: STRENGTHENING ADVOCACY AND PUBLIC AFFAIRS

Provide comprehensive internal support services for students in need of academic advocacy.

Develop and maintain partnership and collaboration with the university, and consistently promote the valuable role the USC plays within the academy.

Measurably improve students' quality of life by amplifying the student voice at City Hall, and within the London community.

Foster a lifelong connection with USC alumni to mobilize their many talents and assets in support of advancing the organization's mission.

PRIORITY 3: ENRICHING THE UNDERGRADUATE STUDENT EXPERIENCE

Increase the number of meaningful opportunities for students to develop as leaders and citizens, and ensure they are recognized for their accomplishments upon graduation.

Strengthen students' pride, spirit, and support for the academy and the Western community.

Ensure that every student feels safe, welcome, and included at Western, and are treated fairly and equitably by institutional processes.

Continue striving to ensure that all programs are accessible in any way that students' needs shall dictate.

In partnership with Western's administration, reinvigorate shared stewardship of the University Community Centre to ensure the building better meets the needs of the Western community into the future.

PRIORITY 4: EMPOWERING OUR PEOPLE

Develop an internal administrative and management structure that engenders a team-based organizational culture, and is flexible to the changing needs of the organization over time.

Improve the reliability and professionalism of internal communication.

Improve efforts to inform students of USC endeavours, and engage them in the work of the organization through more interactive forms of communication methods and technologies.



Ensure that administrative decision-making is transparent, inclusive, and accessible to all USC stakeholders.

Enhance the capacity of our professional staff and managers to responsibly and effectively support the leadership development and professional growth of our student leaders, student staff, and student volunteers.

PRIORITY 5: MISSION-RELEVANT OPERATIONS AND MEDIA

The organization unequivocally states that the focus of a USC managed operation must be to provide a viable, sustainable, and mission-driven service; the raison d'être of a USC operation shall not be to generate profits as a means of reducing the organizations reliance on student fees. Therefore, we must consistently ensure the ongoing legitimacy, viability, and sustainability of our retail, and food and beverage operations, exclusively through the lens of achieving the organizational mission of 'enhancing the educational experience and quality of life for all undergraduates at The University of Western Ontario.'

Ensure all USC Media are accessible and responsive to the needs of the student audience they serve, and have the tools to remain current in the face of changing media trends and technology.

PRIORITY 6: WISE STEWARDSHIP OF RESOURCES

While the USC will no longer manage operations for the sole purpose of generating revenues to reduce the organizations reliance on student fees, the USC will make effective and efficient use of the space it controls in the University Community Centre, both through the provision of student services and through tenant based revenue to fund programming and initiatives.

Ensure all of our legislators are provided with the opportunities, knowledge, information, and tools of analysis they need to evaluate the impact of financial updates, and to engage in constructive and inclusive dialogue when presented with the annual budget.

Continuously evaluate opportunities to operate in a more environmentally sustainable and fiscally prudent manner.

Enhance oversight of student fees governed by both the Student Services Committee, and the University Students' Council, to ensure those fees are being used to most effectively achieve their intended purpose.

IMPLEMENTATION DIRECTIVE:

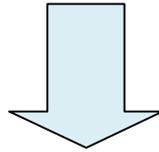
The University Students' Council directs the Executive and Management to develop 3-year tactical plans to achieve the above priorities and mandates, develop annual budgets aligned with the plan's priorities and mandates for Council's approval, and report quarterly to Council on progress versus the mandates within the plan. The Management and Executive shall also review the 3-year tactical plan annually, and make adjustments as necessary.



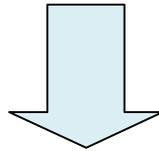
APPENDIX – IMPLEMENTATION MAP:

LONG-TERM PLANNING PROCESS

Council approval of Long-Term strategic plan.



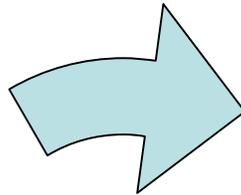
Creation of 3-year tactical plans and performance measurements for each mandate. One student executive and one professional manager will act as team co-leads for the development of each tactical plan.



ANNUAL PLANNING PROCESS

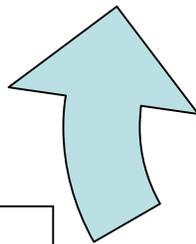
The Executive and Management will evaluate Long-Term Plan progress, and amend 3-year tactical plans if necessary.

Review of 3-year Tactical Plans

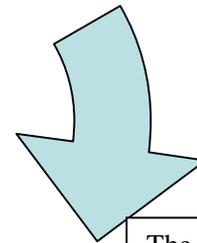


Budget Process

Board and Council will evaluate if budget decisions best align with priorities and mandates in plan. 3-year tactical plans will feed into budget process.



Quarterly Updates to Council



Work Plans

The Executive and Management will create work-plans based on budget decisions, and the 3-year tactical plans.

Alongside quarterly budget reviews, Council will receive updates on progress versus the mandates set forth in the Long-Term Plan

