



2019/20 USC Executive Roadmap Tracking Document

Council Monthly Reporting

Priority 1: Student Choice Initiative

Description: The Student Choice Initiative creates a new reality for the USC and all student unions across Ontario. While we are confident that we are in the strongest position possible, Student Choice changes everything we do as an organization. This government mandate ultimately challenges our ability to provide the critical programs and services that fill gaps in student support and allow us to constantly advocate on behalf of our members. Navigating Student Choice and positioning the USC for continued existence and success is our biggest priority in this unprecedented era in the history of student unions in Canada.

Strategic Plan Alignment: Student Support, Student Advocacy, Student Development & Opportunity, Student Engagement & Collaboration, Student Life

Executive Lead: D. Hodgins, Secretary-Treasurer

Timeline: Year-long

Updates:

Month	Update
October (Baseline)	As of October, we have received our final opt-out numbers and have begun analyzing the data. We are happy to report that the USC is in a sustainable financial position and that this experience has enabled us to identify our next steps. Soon, we will be meeting with the Registrar's office and other relevant stakeholders to debrief about our findings and prepare for next year.
November	This November, we were focussed on building a budget that invests in student voices and ensures that the USC's brand is embedded into the student experience. Additionally, a recent court decision overturning SCI is ongoing and we will continue to monitor it closely. Regardless of the outcome, the USC's fundamentals will remain the same and we have confidence that we will remain in a sustainable fiscal position.
January	We continue to monitor the ongoing court case related to the Student Choice Initiative. For now, the government directive is not in place, so it is our intention to return to a mandatory fee classification. I am currently building the budget and I am looking forward to presenting it at the next council meeting. However, we have ensured that our budget is being built in such a way that we are able to quickly react to any changes to the government ancillary fee mandate.
February	Our budget has passed with a mandatory fee classification. We will continue to monitor the progress of the court case and we will update the Council as necessary.
April (Final Update)	<p>Action since last update:</p> <ul style="list-style-type: none">• There have been no updates since last month. <p>Summary of year-long accomplishments:</p> <ul style="list-style-type: none">• Together, we have successfully navigated the Student Choice Initiative for its first year. We have not only survived as an organization, but we have had a thriving year despite the obstacles that have come our way.

	<p>Next steps for 2020/21 academic year:</p> <ul style="list-style-type: none">• This threat will never go away. It is important that we continue to focus on financial sustainability and on hedging ourselves against risk. Additionally, this has been a wake up call for us that our relevancy is not only an opportunity, but also a risk. Going forward, connecting with our students and building relevancy will be of paramount importance.
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Priority 2: USC Brand

Description: In order to survive, the USC needs a brand that students relate to and understand. Every undergraduate should know who we are and what we do and buy-in to our mission and vision statements. Students may not engage with every arm of our organization, but every single time a student interacts with a USC program, service, or operation, they need to know we made that interaction possible and contributed to their student experience at Western. We will develop a brand strategy and bring this brand to the forefront of everything we do in an effort to help build a sustainable value proposition and earn our members' support.

Strategic Plan Alignment: Student Engagement & Collaboration

Executive Lead: N. Waltenbury, Communications Officer

Timeline: Launch new brand strategy by January 2020

Updates:

Month	Update
October (Baseline)	<p>Discussions have occurred within the USC and with stakeholders (Council, Board, student unions from peer institutions, etc.) regarding our brand strategy. The Student Choice Initiative forces us to rethink our brand and our relevancy. Formal and anecdotal feedback tells us that students do not connect with the USC, nor do they know who we are or what we do.</p> <p>Action to date:</p> <ul style="list-style-type: none">• Met with USC Senior Manager Government & Advocacy Services and Manager Promotions to discuss brand opportunities• Reviewed a wide range of opportunities from complete revisioning of the USC brand (i.e., Western Students' Association) to minor revisions and refocus (i.e., ensuring logos confirm with brand identity guidelines)• Ideated initial stages of standardization - email signatures, desktop backgrounds, business cards, with an aim for a January 2020 roll out• Overhauled Western Tour Guide UCC route and talking points to create a USC-focused tour that provides favourable information about the USC• Created a new Summer Academic Orientation welcome morning reception that welcomed over 1500 students and families before the academic programming• Introduced branding on Spoke take-out products and added USC logo outside of Spoke entrance• Secured Instagram feature from Google for Food Support Services, reaching 11.5M followers worldwide• Continued to pitch media stories and receive positive coverage in campus and local outlets (OSAP cuts, sexual violence Soph training, Food Support Services, etc.) <p>Next steps:</p> <ul style="list-style-type: none">• Meet with executives and gather more feedback from students/student leaders to guide decision making; if major overhaul is selected, best case roll

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	<p>out is September 2020; smaller changes could be implemented by January 2020</p> <ul style="list-style-type: none"> Associate Communications to work with VP portfolio to develop advocacy brand strategy (e.g., #USCwins, #WeHeardYou) to showcase important advocacy wins and encourage students to bring their concerns to the USC to allow us to advocate on their behalf
November	<p>Action since last update:</p> <ul style="list-style-type: none"> In conversations with Executive, decided to maintain current general branding and not change the name of the University Students' Council, working off the assumption that at least a subset of the student population identifies positively with the USC brand Overhauled Fall Preview Day with better swag, information, and visual displays to improve the USC's presence at the event, with a goal of pitching our organization to potential students, creating a student leadership pipeline, and selling students on the USC before they arrive Completed internal program and service analysis that identified the activities the USC does that provide the most and least value for students; intention is to find low-hanging fruit activities that many students see value in, and brand outward (i.e., Spoke, LTC bus pass, health and dental plan, etc.) Participated in campus-wide programming for Western's Homecoming Continued to pitch media stories and receive positive coverage in campus and local outlets (e.g., Federal Get out the Vote and National Letter, racism on campus, Purple Fest Community Impact Fund, etc.) <p>Next steps:</p> <ul style="list-style-type: none"> Work with Communications portfolio to create a higher level brand strategy that addresses relevancy issues within the USC Work with USC Promotions department to complete an audit of existing logos, social media accounts, and overall brand persona Review evolution and purpose of USC Hype Team and determine how Hype Team volunteers could be leveraged to aid in campus brand engagement
January	<p>Action since last update:</p> <ul style="list-style-type: none"> Published and shared a number of brand journalism stories that aim to advance the brand awareness of the USC (e.g., Late Night Breakfast, Lock Your Doors campaign, #HereToLead, Soph Applications, etc.) Began to create brand awareness campaign, #USCDoesThat, that will launch in March, with the purpose of telling students who we are and what we do Began to plan for February 12th Advocacy Atrium Day with the purpose of educating students about what advocacy is and how the USC advocates on their behalf Began to create advocacy information campaign, #AdvocacyWorks, that will launch in February, with the purpose of sharing our recent advocacy wins with the campus community Tasked USC Promotions to support low-hanging fruit brand standardization projects: logo audit, updating brand identity guidelines, email signatures, desktop backgrounds, business cards, etc. Hired two Brand Journalism coordinators to increase capacity to publish stories that support the USC's brand Hosted State of the USC for student leader audience to review our accomplishments to date, plans for the remainder of their terms, and

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	<p>perspectives of the current state of the organization</p> <ul style="list-style-type: none"> Continued to pitch media stories and receive positive coverage in campus and local outlets (#HereToLead, SOTUSC, executive restructuring, Alan Shepard feature) <p>Next steps:</p> <ul style="list-style-type: none"> Leverage a focus group of both USC 'insiders' and 'outsiders' to provide feedback on our brand strategy and campaigns prior to release Launch #USCDoesThat and #AdvocacyWorks campaigns across all promotional platforms Based off the work of <i>sagecomm</i> completed in Spring 2019, complete brand research project to identify current brand awareness and perceptions, channels where students consume communications, and segments of student audiences of USC content Complete planning for summer communications regarding USC branding and communications during the Orientation Program Create a standard print material program (rave cards, posters, informational brochures) with updated information on the USC to be shared during any public branding opportunities
February	<p>Action since last update:</p> <ul style="list-style-type: none"> Hosted USC Advocacy Atrium Day on February 12th, showcasing the USC's ongoing advocacy initiatives in four pillars (university, municipal, provincial, federal) to an estimated 500-700 unique students Created a retractable banner for each advocacy pillar to showcase advocacy wins, decision makers, key facts, and how students can get involved Launched #AdvocacyWorks digital campaign to showcase the USC's advocacy wins in all four advocacy pillars over the past four years Published approximately 25 brand journalism stories to date, showcasing our programs, services, and operations and informing students about ways they can get involved with the organization Launched a new brand journalism website (www.uscnews.ca) to hold a record of all brand journalism stories, allowing students and stakeholders to view stories and easily see related content Increased branding throughout the UCC, including positioning USC letters and flags in the Atrium periodically throughout the week Completed a comprehensive logo audit of logos around the UCC building with the intention of replacing old or inconsistent logos and signage; working with the university to determine a costing agreement to replace logos out of date due to Western's rebranding in 2012 Launched the search for a new Communications Manager position who will support long-term USC strategic communications and branding initiatives Continued to develop #MyUSC campaign (changed from #USCDoesThat) to increase awareness and understanding of the USC Pitched and receive positive media stories in campus and local outlets (e.g., Mustang Express, COVID-19, Get Tested, mandatory ancillary fees, etc.) Began conversations with Western to update digital TVs across campus and take greater control of TVs positioned in the UCC, to allow for prioritization of USC-related content in student spaces Completed preliminary student segmentation research project to split students into identifiable groups and allow for the beginning of targeted marketing <p>Next steps:</p>

	<ul style="list-style-type: none"> • Participate in March Break Open House to connect with thousands of prospective students and their families • Plan USC's involvement with Summer Academic Orientation to connect with hundreds of incoming first year students before they arrive at Western • Launch the #MyUSC campaign with digital and physical marketing and a video about the programs, services, and operations that the USC offers • Continue summer communications planning with stakeholders from across the university to ensure incoming students receive the right information at the right time; prioritize informing students we exist and ensuring they know where to find out more about us when they arrive on campus in September, but do not overburden them with unnecessary information about student associations • Create a standard print material program (rave cards, posters, informational brochures) with updated information on the USC to be shared during any public branding opportunities • Complete a comprehensive brand research project to identify current brand awareness and perceptions, channels where students consume communications, and segments of student audiences of USC content, leveraging primary and secondary research to inform findings
April (Final Update)	<p>Action since last update:</p> <ul style="list-style-type: none"> • Completed #AdvocayWorks campaign, showcasing USC's advocacy in four pillars (university, municipal, provincial, federal) • Completed most workflow for #MyUSC campaign before postponement due to COVID-19 • Sent mass email to students to promote USC on-campus job opportunities, with significant uptake (over 2800 interactions) • Worked with Western's communications teams to plan integrated summer communications to incoming students, including information about student leadership and the USC • Began conversations with external vendors to source new mobile app solution for USC, to be integrated with Orientation Week App if approved • Built brand recognition and support through timely communication during COVID-19 crisis, including introducing a dedicated website to provide up-to-date information for students, often more timely than updates provided by the university <p>Summary of year-long accomplishments:</p> <ul style="list-style-type: none"> • Began first stage of multi-year investigation and refresh of USC brand to ensure genuine connection and buy-in with students • Promoted advocacy efforts and advocacy wins with students uniquely successfully to ensure students are aware of USC advocacy efforts and benefits gained from effective advocacy • Gained buy-in from USC programs, services, and operations to promote parent USC brand through their activities; for example, new USC branding on Spoke takeout bags • Created content for overarching #MyUSC information/education campaign to launch in September 2020 • Began the search for new USC Communications Manager who will provide institutional memory and professional communications support to incoming and future Vice President Communications & Public Affairs • Launched USC brand journalism function, USC News, to create a platform to share authentic and positive stories about the USC and our student leaders • Increased the stature of the communications portfolio within the USC by

	<p>helping senior leaders understand the importance of effective communications and the major issues with brand awareness, consistency, and buy-in that the organization currently faces</p> <p>Next steps for 2020/21 academic year:</p> <ul style="list-style-type: none">● Build relationships with Western's new Chief Communications Officer to maintain a rapport and positive working relationship with Western's communications department in order to take advantage of cross-branding and co-promotion where relevant● Complete next steps as listed above that will remain unfinished due to their long-term nature and changes resulting from COVID-19● Work with USC Communications Manager to create a comprehensive and methodical overarching brand strategic for the organization● Review and revise brand identity, social media presence, brand personas, and communication channels with students● Create standard templates for communications materials, including letterheads, slide decks, business cards, and email signatures● Create a package of standard USC promotional material for a variety of audiences - brochures, rave cards, posters etc. for current students, prospective students, parents, etc.● Continue to educate students on the mission and vision of the USC and programs, services, and operations available for students to access
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Priority 3: Student Feedback

Description: Student feedback involves constantly gauging student opinion and seeking student input on services, programming, and advocacy. We must be able to understand the feelings of our constituents on a range of issues to better represent their voices. Our decision making should be informed by direct student feedback and driven by data whenever possible. Within ethical and privacy constraints, our research findings should be open by default and shared with the broader community to increase transparency and hold us accountable to action. We will expand and standardize our student feedback capabilities to allow the USC to connect with students more regularly and more directly on the issues that matter most.

Strategic Plan Alignment: Student Advocacy, Student Development & Opportunity

Executive Lead: N. Waltenbury, Communications Officer

Timeline: Year-long, working by January

Updates:

Month	Update
October (Baseline)	<p>Student feedback is a challenge for the USC. Many departments/portfolios at the USC want feedback to guide or reinforce their advocacy, programming, or service delivery, but the USC has never had a comprehensive framework to effectively collect feedback from students.</p> <p>Action to date:</p> <ul style="list-style-type: none"> • Hired first Associate Student Feedback (Liem Nguyen), which is a promotion from a Coordinator role in 2018/19 • Funded last year's Student Feedback Coordinator (Callista Ryan) to work throughout the summer to complete a comprehensive analysis of the USC's General Survey, create frameworks and processes for the new Associate role, and help onboard Liem • Met with Senior Manager Government & Advocacy Services to discuss multi-year internal discussions about the need to invest significantly in student feedback to develop a 'polling function' of the USC that would see multiple paid part time students collecting feedback on campus every day, providing statistically significant data • Preliminary discussions about hiring two committees under Associate Student Feedback: student feedback committee and student engagement committee • Purchased two iPads and stands (one mountable and one portable) for static feedback collection; intention is to install the mountable stand in the Spoke to host a daily one-question survey and bring the portable stand to relevant events to collect dynamic feedback <p>Next steps:</p> <ul style="list-style-type: none"> • Develop capability to create micro surveys - short surveys on very targeted issues

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	<ul style="list-style-type: none"> • Research best practices in feedback collection on university campuses - digital or in person • Install iPad stand in the Spoke • Work with VP portfolio to lay out advocacy survey schedule for remainder of the year
November	<p>Action since last update:</p> <ul style="list-style-type: none"> • Mapped out advocacy-related student feedback desired for the remainder of the academic year, including: transit, mental health, academic counselling, and off-campus housing • Installation of stationary feedback iPad in the Spoke delayed due to infrastructure upgrades required to bring power to the location of the iPad • Continued discussions about investing in comprehensive feedback arm of the USC but decided that such investments were not possible until September 2020 at the earliest • Determined that further staff support is required to support student leaders in student feedback roles due to the technicality of collecting statistically significant useful data and the strict ethical and legal obligations related to feedback collection, privacy, and data storage • Posted volunteer positions for student feedback committee and student engagement committee • At November Council through the Executive Restructuring motion, proposing the shift of the Student Feedback Associate to a student intern, reporting to staff (supervisor and department to be determined, with multiple options under consideration) <p>Next steps:</p> <ul style="list-style-type: none"> • Pilot concept of microsurveys in a controlled environment to test uptake and usefulness of data • Install iPad stand in the Spoke once use case for data collection has been proven with microsurvey test • Research best practices for asking and collecting demographic data in student feedback - specifically about consulting marginalized communities and standardizing questions with industry norms for longitudinal and comparative data analysis • Determine organizational structure of student feedback for 2020/21 school year prior to mass USC job posting in late January
January	<p>Action since last update:</p> <ul style="list-style-type: none"> • Piloted microsurveys at State of the USC and found successful implementation in a floating iPad model, with volunteers soliciting feedback from attendees; realized that strong training of volunteers is the key to gathering enough data points for statistical significance • Decided positioning of Student Feedback Intern under USC Information Technology & Information Systems department for next academic year • Began discussions about the future of student feedback volunteer committee to support constant ground-level feedback collection throughout the year; planning to shift to paid-staff and limit duplication of resources with the Hype Team currently positioned under USC Promotions • Began developing bank of standard demographic questions for use in all surveys moving forward, pending review from subject matter experts and peer programs coordinators • Researched our legal requirements to provide a disclaimer about data

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	<p>collection and storage; added this disclaimer to all surveys moving forward</p> <p>Next steps:</p> <ul style="list-style-type: none"> • Work with Secretary-Treasurer portfolio to create a data privacy policy • Implement microsurveys at all upcoming major USC booting days • Meet with Communications portfolio team and relevant USC staff to map out the future of student feedback, including budget, full-time staff support, resources, and professional development • Determine future of USC General Survey
February	<p>Action since last update:</p> <ul style="list-style-type: none"> • Collected significant student feedback at Advocacy Atrium Day on February 12th (300+ survey responses) • Closed Academic Advising campus-wide survey • Moved student feedback from VP Communications & Public Affairs portfolio to staff (Senior Manager, Information Technology & Information Systems), and created two interns - one dedicated to design and reports and one dedicated to analysis • Began recruitment of new student feedback interns, targeting relevant academic programs on campus • Approved significant budget increase for student feedback function for FY 2021 to allow for better incentives, external research studies, and compensation for part-time students soliciting feedback via surveys • Preparing mental health campus-wide survey • Agreed on direction of General Student Survey (GSS) - will run a condensed version of the annual survey in March to allow for the collection of important longitudinal data • Continuing process of building a bank of demographic questions for all USC surveys • Continuing process of building a student feedback best practices/resource document <p>Next steps:</p> <ul style="list-style-type: none"> • Work with Secretary-Treasurer portfolio to create a data privacy policy prior to April 1 meeting of Council • Identify further opportunities for interactive student feedback on a regular basis in high traffic areas on campus • Identify the future of student feedback in a data-driven membership management system
April (Final Update)	<p>Action since last update:</p> <ul style="list-style-type: none"> • Completed analysis of Academic Advising survey for faculties with statistically significant responses • Completed development of annual USC General Student Survey to be released week of March 29 • Began exploring possibility of pushing targeted microsurveys to students via USC mobile app • Agreed upon standard demographic questions for USC surveys with the support of various USC peer programs <p>Summary of year-long accomplishments:</p> <ul style="list-style-type: none"> • Increased resources and budget for student feedback in 2020/21 academic year: two paid interns reporting to Senior Manager Information Technology & Information Systems with a \$100,000 budget available for promotion and

	<p>paid part-time student employees to poll students-at-large</p> <ul style="list-style-type: none">• Created banks of standard materials and best practices for the collection of student feedback• Gained buy-in from USC senior leaders about the importance of student feedback and collecting data from students in an intentional and methodical fashion whenever possible• Built competency in consumer research and opinion polling among USC student leaders and full-time staff• Introduced stricter procedures for data collection and data privacy, including disclaimer language in all surveys to comply with relevant legislation• Began to lay the foundation for a USC data strategy that is directly related to a broader member management strategy <p>Next steps for 2020/21 academic year:</p> <ul style="list-style-type: none">• Institutionalize student feedback as a critical resource function to the USC executive in the function's first year reporting to the corporate side of the USC• Develop student feedback long-term strategy for the organization and continue to implement formal data collection whenever possible in USC activities• Integrate student feedback function with broader USC member management strategy to leverage opportunities of big data collection• Complete efforts to introduce a formal data collection and privacy policy• Build a comprehensive repository of historical survey data to facilitate longitudinal data analysis, allowing evaluation of changing student perceptions year-over-year• Pair intentional student feedback and polling with the development of the 2021 USC strategic plan to facilitate longitudinal data collection
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Priority 4: USC Elections

Description: USC elections have historically experienced low engagement and voter turnout on campus. While the USC was experiencing an existential crisis resulting from the Student Choice Initiative, still less than a quarter of undergraduate students voted in the 2019 PVP election. Election engagement is a strong proxy for connectedness to the USC, which demonstrates our organization is still not reaching our students. We have to reform elections by modernizing By Law 2, improving overall USC engagement throughout the year, and continuing work to support non-traditional candidates interested in running for elected positions, to increase our diversity and representation. We will work on the USC election all year, not just during the campaign period.

Strategic Plan Alignment: Student Support, Student Development & Opportunity, Student Engagement & Collaboration

Executive Lead: B. Jalayer, President

Timeline: Campaign launch in December, push until AGM

Updates:

Month	Update
October (Baseline)	This October, we have begun several initiatives to increase engagement for our elections. We have launched an Executive Shadowing Opportunity that allows Council, Sophs, USC Coordinators, Interns and Associates to get a sense of the day in the life of an executive! We will also be launching a formal social media campaign and host several information sessions beginning in November.
November	Students are continuing to engage with the Executive Shadowing Opportunity, which is now available to all students! I have also been working alongside Nick and Melissa to organize information sessions for the upcoming elections. Finally, we are bringing both By Law 2 and Executive Officer changes to Council.
January	Our team is still carrying out the Executive Shadowing Opportunity, which is open to all students! We have actively promoted the nomination period throughout December and January. The ECG will continue working on organizing and promoting the upcoming USC elections, while we continue to promote hired Executive and CIA positions!
February	The USC General Elections has occurred. EGC has control over decision making and the processes during the Election, as outlined by our bylaws. We are working on promoting the upcoming VPUA and VPEA Elections, and also on the selection of VPGF, VPCPA, and VPSSP - outgoing-Executives sit on each panel as resource members.
April (Final Update)	Action since last update: <ul style="list-style-type: none">Well they're all done now! Thank you to all candidates, congratulations to all those elected!

	<p>Summary of year-long accomplishments:</p> <ul style="list-style-type: none">• Helped run the USC Election, saw a slight decrease in voter turnout; however, turnout stayed just in the mid-higher end of voter turnout amongst other Post-Secondary Institutions.• Very proud of our EGC, who have an incredibly difficult job, but worked their tails off this year to ensure the success of the elections. <p>Next steps for 2020/21 academic year:</p> <ul style="list-style-type: none">• Continuing to collect feedback from this year's election cycle and attempting to to perfect democracy (spoiler: it won't happen).
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Priority 5: Young Civic Engagement

Description: If young Canadians could demonstrate we care about current political events and mobilize effectively on a broad scale, we could enjoy incredible influence at all levels of government that would allow us to win student-friendly programs and policies. Using the 2019 Federal Election as a catalyst, we will work to build civic engagement on our campus, while simultaneously collaborating with student unions across the country to align our efforts and messaging. We will create a plan that allows our successors to continue to build a national student coalition and exert our influence at a meaningful political level.

Strategic Plan Alignment: Student Advocacy, Student Development & Opportunity, Student Engagement & Collaboration

Executive Lead: C. Dunne, Vice President

Timeline: October for federal election, year-long for national student union movement

Updates:

Month	Update
October (Baseline)	Our team has organized a national student letter with over 900,000 student signatories which prompted the importance of a national student movement. We have spoken to several potential key partners regarding this recommendation and will actively work alongside campus partners to facilitate GOTV promotions via programming, boothing, and social media.
November	This month, we actively brainstormed how we could engage with other federal interest groups, but no formal action has been taken.
January	Engaged in conversations with UCRU and other relevant stakeholders regarding ways in which we can engage other interest groups during our lobby week, which will take place during the first week of February.
February	Began conversations about the future of federal advocacy with our national partners. Also ran Advocacy Atrium Day, which was a huge success in increasing student engagement in advocacy initiatives.
April (Final Update)	<p>Action since last update:</p> <ul style="list-style-type: none"> Developed various options for formal collaboration for the 2020-2021 academic year between CASA and UCRU Led an additional collaborative effort by releasing two open letters to the provincial and federal governments. I coordinated collaboration between OUSA, CASA, UCRU and CSA. <p>Summary of year-long accomplishments:</p> <ul style="list-style-type: none"> The most important takeaway from this year is beginning conversations between multiple stakeholders on formalizing formal collaborative options and beginning a relationship with these stakeholders by leading collaborative efforts.

	<p>Next steps for 2020/21 academic year:</p> <ul style="list-style-type: none">• A formal option, if possible, should be chosen to engage in collaborative efforts. Before my term, I intend to have a final conversation with incoming and outgoing student leaders at our partner universities to develop a plan for the 2020-2021 school year.
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Priority 6: Council Engagement

Description: Council is our core governing institution, and the bedrock of the USC's democratic legitimacy. However, in recent years Council has not reached its full potential. Councillors often do not receive an adequate flow of information about what is going on across the USC. Furthermore, Councillors currently have minimal opportunity to get involved in the execution of USC programs and services. Thus, instead of being champions of the USC, they often fill a less impactful and ceremonial role. We want to see this change. We will work to create new opportunities for councillors to get involved across the USC, through professional development opportunities, coordinator committees, working groups, boards, and more.

Strategic Plan Alignment: Student Advocacy, Student Development & Opportunity, Student Engagement & Collaboration

Executive Lead: B. Jalayer, President

Timeline: Year-long

Updates:

Month	Update
October (Baseline)	In October, we hired a new full time staffer to ensure that Council is equipped with the resources that it needs to succeed. We are continually working on providing feedback and professional development opportunities for Councillors, specifically at standing committee meetings. We have created a number of new subcommittees to promote Councillor engagement outside of regular council meetings. These working groups include: Sustainability, LGBTQ2+ Students, Women in Leadership, Governance, Student Benefits, and more. The subcommittees have access to USC resources including executive members, full-time staff, student feedback, promotions, and more.
November	<p>We have begun to integrate general student feedback into preparation for council meetings, requiring councillors to collect feedback from their constituencies on three questions and bring that feedback to their standing committee meetings. Standing committee chairs then provide the consolidated feedback to the executive to support evidence-informed decision making on key topical issues. This month's questions are about academic counselling, the Fall Reading Week date change, self-reported absences, and off-campus housing. New questions will be asked monthly.</p> <p>With the re-launch of the Weekly Newsletter, we are providing councillors with information about the USC and our events weekly, in hopes that student leaders across campus will become more engaged with our organization when they know what we're up to weekly.</p> <p>Lastly, we are planning a holiday party to celebrate the past semester with our councillors and associates, coordinators, and interns. The event will double as an opportunity for our elected and hired student leaders to network to promote future collaboration in their work.</p>

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January	<p>This year, we re-developed the State of the USC to make it a more interactive event for councillors and associates, coordinators, and associates. We collected significant amounts of student feedback on advocacy and brand issues to help drive evidence based decision making at the USC and understand our student leaders' perception of our organization. The feedback analysis will be provided at the January Council meeting.</p> <p>Council will elect a representative to serve on the hiring committee for the VP Student Support and Programming, VP Governance & Finance, and VP Communications & Public Affairs. Councillors will be actively involved in selecting three of six members of the incoming executive team.</p> <p>Finally, the executive welcomes discussion and debate on Motion 5 at the January Council meeting to identify practices and policies that can lead to further engagement of councillors.</p>
February	<p>Worked with the Advocacy Standing Committee to increase exposure to the advocacy we do regularly with our local elected officials at Local Advocacy Week. Councillors are sitting on the hiring committees for VPCPA, VPGF and VPSSP, and we are looking forward to seeing your engagements throughout the VPUA and VPEA Elections.</p> <p>Added more investment in next year's budget to ensure more robust training and Summer Retreat, as well as continued and ongoing support that has been started with Melissa this year.</p>
April (Final Update)	<p>Action since last update:</p> <ul style="list-style-type: none"> Completed the first iterations of Council Training with the 2020-2021 Council Hosted a successful AGM 2020, with the de-ratification of the 2019-2020 Council, the ratification of the 2020-2021 Council, and the election of Victoria and Mackenzy, amongst other changes. <p>Summary of year-long accomplishments:</p> <ul style="list-style-type: none"> Hiring of a new staff support for Council to encourage Professional Development and organization of Council Operations Investment into a more robust and substantive training program More Working Groups to ensure engagement of Councillors through active communication rather than a sole reliance on opinions expressed during in Standing Committees <p>Next steps for 2020/21 academic year:</p> <ul style="list-style-type: none"> Covid-19 has shifted our original plan for Summer Training; we will create a contingency plan in order to ensure incoming Councillors have the information and resources that they need to succeed Transition the incoming executive team thoroughly to ensure they have the knowledge to optimize the success of Council Provide Council 2020-2021 with substantive preparation to succeed - especially in Melissa's first full year.

Priority 7: Orientation

Description: The Orientation program is Western's largest peer-to-peer support network and is critical in ensuring a smooth transition for new students to university. We recognize that early intervention and the establishment of cohesive social communities play a significant role in our students' holistic wellbeing and overall success at Western. We will prioritize conducting a campus-wide assessment of the Orientation Program to identify successes and areas for change and growth. By reviewing the program through an intersectional lens, we will ensure that the structure of Orientation fosters effective engagement of departments and student groups across campus, Orientation Staff and Sophs are adequately trained for their roles, and diverse and inclusive programming that build stronger communities at Western is institutionalized into the program.

Strategic Plan Alignment: Student Support, Student Development & Opportunity, Student Engagement & Collaboration, Student Life

Executive Lead: C. Liu, Student Programs Officer

Timeline: Year-long

Updates:

Month	Update
October (Baseline)	<p>Our main goal with the Orientation Program is ensuring students are safely supported and welcomed during their transition to Western. This means that we are running diverse programming and providing supports for students of different backgrounds and lived-experiences.</p> <p>In order to better the Orientation Program in this way, we are developing a transition plan of O-Staff to ensure that they are equipped with the knowledge to properly train and lead Sophs in an inclusive direction.</p> <p>We are also working on providing more governance oversight and expertise within the Orientation Plan, through the creation of an Orientation Staff Terms of Reference. We are also looking into conducting a campus-wide assessment of the governing structures and Orientation Program as a whole.</p>
November	<p>From November 22nd to 25th, the Orientation Coordinators went on a retreat to discuss high-level goals and priorities, build on their strengths and leadership, and connect as a team. They were presented with sessions such as <i>Orientation Goals</i>, <i>StrengthsFinder</i> and <i>Team-Building</i>, and <i>Effective Leadership</i>, presented by different stakeholders from the USC and UWO.</p> <p>Additionally, the Orientation Coordinator and myself are discussing frameworks for OStaff and LST training to better prepare them for Orientation Week and leading a large team of Sophs.</p> <p>I met with Chris Alleyne, the AVP of Housing and Ancillary Services to discuss diversity, representation and community-building within the Orientation Program and</p>

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	we are discussing how to move forward with the program through a changing campus climate.
January	<p>In December I met with student representatives of the Orientation Advisory Board including members from the affiliates and USC Council to discuss student priorities for O-Week 2020.</p> <p>Additionally, I met with Jennie Massey, AVP Student Experience, to begin discussing O-Week 2020 priorities from the Orientation Advisory Board and improvements for the upcoming Soph training.</p>
February	On Friday, February 28th we will have our next Orientation Advisory Board meeting where we will discuss our priorities for Orientation Week 2020, Soph Training and Orientation Week date changes. Some priorities that the USC will be putting forward include a better integration of equity and anti-racism training into Soph training and more community-building events during Orientation Week.
April (Final Update)	<p>Action since last update:</p> <ul style="list-style-type: none"> Declan and I have been working on the O-Pass budget, which will be presented during today's council meeting. Our priorities in this budget include academic and charity programming, improving Soph training, more financial investment in our Affiliates, and enhancing our main-stage programming. The budget will then be presented at both the Advisory Board and the Operations Committee. Additionally, the Orientation Sanctions Committee will be reviewing the Soph Behaviour Management Policy and appeals process in the coming weeks. <p>Summary of year-long accomplishments:</p> <ul style="list-style-type: none"> This year we prioritized OStaff training and development and continued to work on the governance of the Orientation Program through documents such as the OStaff Terms of Reference. We would also like to prioritize training and programming enhancement through financial investments in the 2020/2021 O-Pass budget. <p>Next steps for 2020/21 academic year:</p> <ul style="list-style-type: none"> Next year, the USC should continue to push for enhanced training around important equity issues for Sophs, and diversified programming throughout Orientation Week that will build communities in areas other than residences and faculties, such as cultural communities and LGBTQ2+ students.

Priority 8: USC Space

Description: One of the USC's greatest assets to fostering the student experience at Western is the UCC and the space we control within it, which we use for our offices, clubs, operations, and events. However, the USC's need for space now exceeds the amount of space that we currently control. This has become most apparent for our clubs and peer programs/peer support, which could both be significantly more effective with a properly outfitted and dedicated space. By securing more space within the UCC and investing in improving our current space, the USC can gain considerable opportunity and flexibility for our programming, clubs, and campus partners. We will advocate to the University to increase the amount of space covered by our UCC lease and create a plan to invest our excess capital on renovations to the existing clubs space and the creation of a new peer programs space.

Strategic Plan Alignment: Student Support, Student Life

Executive Lead: B. Jalayer, President

Timeline: Year-long

Updates:

Month	Update
October (Baseline)	We are currently working with the Executive and the Associate University Affairs to create a long-term strategy regarding student space in the UCC and across campus. We are currently in negotiations with the University for more student space.
November	We are presenting our Long Term Space vision to UWO Senior Administration, and are actively discussed the needs of the USC and the student body, including improved Clubs Space, Dance Space, Student Leader Spaces or Flex Space, Prayer Space and Peer Programs Space
January	<p>We are continuing to have conversations with Western's Senior Administration regarding the trade of more student spaces in the UCC - I will likely be able to provide the Council with more details at next month's meeting.</p> <p>We are also looking into potential efficiencies within our current spaces in order to maximize utility.</p>
February	<p>We have acquired a vacant space on the second floor of the UCC - in discussions regarding how it can best be utilized and what changes will need to be made.</p> <p>We are currently advocating to the administration about the need for greater student space on campus and are looking at long-term objectives, such as revitalization of the UCC.</p>
April (Final Update)	<p>Action since last update:</p> <ul style="list-style-type: none"> The USC now will have vacancies in three large spaces - the former SOGS Space on the 2nd floor, UCC 73 in the basement, and the former daycare

	<p>space, also in the basement.</p> <ul style="list-style-type: none">• Declan, Cecilia and I have been working towards creating a plan for renovations and for usage; however Covid-19 has caused the building to be closed for the foreseeable future, therefore rendering this a transition file. <p>Summary of year-long accomplishments:</p> <ul style="list-style-type: none">• Acquired two new usable spaces for the USC to convert into student spaces• Creating a long-term plan for space and the UCC <p>Next steps for 2020/21 academic year:</p> <ul style="list-style-type: none">• Continue to push Western Admin for more sqft/FTE as our number has been dropping; to maintain the growth of the USC, we need to see that ratio increase• Push through the capital renovations that will continue to improve our spaces
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Priority 9: USC Foundation

Description: The USC Foundation was launched in 2018 to serve as an independent charitable body focused on the delivery of critical non-academic services to Western students, focusing on promoting the health and wellbeing of Western students. As the current executive operates in a particularly important time for student unions in Ontario, our team has an obligation to continue the work of our predecessors to grow the Foundation and leverage our alumni network to solicit support for the current generation of Western students. We will prioritize Foundation activities and support the efforts of the Foundation Board to ensure Western students derive significant value from the generous support of our alumni and donors.

Strategic Plan Alignment: Student Support, Student Development & Opportunity, Student Life

Executive Lead: B. Jalayer, President

Timeline: Year-long

Updates:

Month	Update
October (Baseline)	I am actively attending USC Foundation Board meetings and looking into running various on-campus initiatives to increase alumni outreach.
November	No significant updates
January	We are actively providing our alumni with updates via our newsletter and preparing proposals for funding for the USC Foundation. As well, several of the executives attended an Alumni celebration in Toronto this month.
February	No significant updates.
April (Final Update)	<p>Action since last update:</p> <ul style="list-style-type: none"> No significant updates. <p>Summary of year-long accomplishments:</p> <ul style="list-style-type: none"> We tried to increase our outreach to Alumni this year. Unfortunately, a lot of the earmarked events to be fundraised for and to raise funds were in March, April, and May. We're reconvening with our Board to discuss next steps. <p>Next steps for 2020/21 academic year:</p> <ul style="list-style-type: none"> To be discussed at the foundation's Board of Directors level.

Priority 10: Purple Fest

Description: Purple Fest is poised to be the biggest and best student concert ever held on a Canadian university campus. Equally as important, the event serves as a safer alternative program for Western students to the Broughdale Unsanctioned Street Party on September 28. Our team is not in the business of curtailing school spirit and celebration, but we acknowledge the very real safety risks associated with Broughdale. Purple Fest is our effort to provide students with a safer outlet to celebrate their Purple Pride in a sanctioned on-campus venue with world-renowned musical artists. We will continue to dedicate resources to this initiative to ensure its success as a high-spirited event that speaks to a broad student demographic and a viable alternative to Broughdale.

Strategic Plan Alignment: Student Support, Student Life

Executive Lead: B. Jalayer, President

Timeline: Review by November, further timeline based on future decisions

Updates:

Month	Update
October (Baseline)	<p>Last month, Purple Fest 2019 welcomed 13 000 people to TD Stadium to celebrate their Purple Pride on September 28th, with 0 arrests and 0 hospitalizations. Due to last minute lineup change, the USC earned a profit. The use of these funds will be discussed in the Executive Reports.</p> <p>We are currently working on debriefing with relevant stakeholders to determine future of Purple Fest</p>
November	We are finishing up debriefs with our partners and have completed the Community Impact Fund Terms of Reference, which will be presented at Council
January	<p>We will conduct the first meeting of the Community Impact Fund on January 24th, where we will review several submissions. Payton Hayes was selected as the Student-At-Large to sit on the Committee</p> <p>Conversations are continually occurring amongst executives, staff, and the university administration on the future of Purple Fest and Homecoming - these are still very preliminary conversations.</p>
February	<p>The Community Impact Fund Committee has met multiple times and granted over \$13,000 in funds thus far.</p> <p>We are continuing conversations with executives, staff, administration, the City of London, and now with the USC President-Elect to determine the future of Purple Fest and Homecoming.</p>
April	Action since last update:

(Final Update)	<ul style="list-style-type: none">• As many events and initiatives were cancelled as a result of Covid-19, the Community Impact Fund file has been wrapped up earlier than expected; the CIF followed through in its commitment to fund any events that had to be cancelled to ensure that these clubs and organizations did not face financial difficulties because of a situation out of their control• The USC has continued to plan for Purple Fest 2020, with discussions still underway with administration; these are taking a slightly longer time due to Covid-19 <p>Summary of year-long accomplishments:</p> <ul style="list-style-type: none">• Hosted Purple Fest 2019; gained important knowledge about the goals, desired outcomes, and actual outcomes of Purple Fest; this will inform the future of the event <p>Next steps for 2020/21 academic year:</p> <ul style="list-style-type: none">• To be decided.
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Priority 11: Community Relations

Description: For the USC to be truly successful, we have to be seen as legitimate and credible by a wide range of stakeholders. As one of London's largest not-for-profit organizations, our team believes we have a responsibility to build stronger relationships with partners outside of the university and around the community. This will involve better collaboration with external partners, increased presence at community events, and further dedication to building relationships with key stakeholders. Our team will lay the foundations for this multi-year, community-based project. We will aim to be known as a strong and legitimate voice for undergraduate students at Western across the City to improve our advocacy position, while simultaneously striving to enhance the image of Western students in the eyes of Londoners.

Strategic Plan Alignment: Student Advocacy, Student Development & Opportunity

Executive Lead: N. Waltenbury, Communications Officer

Timeline: Year-long

Updates:

Month	Update
October (Baseline)	<p>Community relations requires a high level of dedication and input, and does not quickly translate to a direct benefit for the USC. However, with consistent effort there is an opportunity for a high payoff for our students if these efforts are successful.</p> <p>To date:</p> <ul style="list-style-type: none"> Spent significant effort on the Broughdale file: <ul style="list-style-type: none"> Attended dozens of hours of meetings with stakeholders around the city (City of London, Police, Fire, EMS) Built relationships with local stakeholders Attended all Ward 6 community meetings and connected with campus neighbours Worked with local school boards to provide safety messaging to high school students Donated 23 surplus computer units to Hutton House (community support program for adults with disabilities) and expecting positive local media coverage Attended Leading Women, Leading Girls awards at Goodwill Industries Attended Women Entrepreneurship Strategy Investments announcement at Innovation Works <p>Next steps:</p> <ul style="list-style-type: none"> Continue to identify opportunities for community engagement
November	<p>Action since last update:</p> <ul style="list-style-type: none"> Attended Pillar Nonprofit Community Innovation Awards at RBC Centre London

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	<p>Next steps:</p> <ul style="list-style-type: none"> Continue to identify opportunities for community engagement
January	<p>Action since last update:</p> <ul style="list-style-type: none"> Attended State of the City (City of London) at RBC Centre London Collaborated with city stakeholders on town and gown work-integrated-learning efforts <p>Next steps:</p> <ul style="list-style-type: none"> Continue to identify opportunities for community engagement
February	<p>Action since last update:</p> <ul style="list-style-type: none"> Met with Patti McKague from City of London to solidify continued partnership and identify opportunities to work more closely with the City Continued engagement with City of London Safe Cities committee Worked with Middlesex-London Health Unit to host sixth annual Get Tested event in the UCC Atrium Worked in close collaboration with partners (Middlesex-London Health Unit, Western University, City of London) to respond to confirmed COVID-19 case in London (Western student) Worked in collaboration with community partners to develop and promote Communications Manager position (City of London, London Police, London Fire, International Association of Business Communicators, etc.) Continued planning of annual USC Early Outreach Conference which will welcome 200+ at-risk grade 7 and 8 students from London-Middlesex; booked for May 2020 Joined the City Studio working group in collaboration with stakeholders (City of London, Western, Fanshawe, Brescia, Huron, Kings, Pillar Nonprofit) across the city which aims to provide more meaningful opportunities for students to apply their skills, creativity, and entrepreneurial spirit to real-world issues and challenges facing our community Attended every London city council meeting related to the multi-year budget as the only stakeholder attending every meeting throughout the process <p>Next steps:</p> <ul style="list-style-type: none"> Attend first meeting of city-wide Broughdale Task Force on March 6 Work with Patti McKague to identify future of Town-Gown committee / general relationship between community stakeholders and the University, including student leaders Identify sustainable community relations strategy for 2020/21 academic year as a part of the USC executive transition Continue to identify opportunities for community engagement
April (Final Update)	<p>Action since last update:</p> <ul style="list-style-type: none"> Worked with community partners and stakeholders to successfully advocate to City of London on budget issues relevant to students, including transit, safety, and sustainability Attended first meeting of city-wide Broughdale Task Force on March 6, beginning the USC's involvement in 2020 file to address Broughdale unsanctioned street party safety concerns, in collaboration with numerous community partners Attended RBC International Women's Day event on March 6, representing female student leaders at Western

	<ul style="list-style-type: none">• Donated leftover food from Spoke and Wave to three local non-profit organizations that support vulnerable people, following operations closure due to COVID-19; received positive social media engagement as a result <p>Summary of year-long accomplishments:</p> <ul style="list-style-type: none">• Introduced intentional and meaningful structure to community relations efforts by the USC and our executive team• Built strong partnerships with community organizations and leaders of stakeholders and partners across the city• Engaged with local neighbourhoods genuinely to begin to change public perceptions of students regarding the Broughdale issue <p>Next steps for 2020/21 academic year:</p> <ul style="list-style-type: none">• Maintain strong relationships with leaders from stakeholder groups: City of London, London Police, London Fire, neighbourhood organizations, etc.• Work with City of London senior leaders to identity Town and Gown strategy for 2020/21• Create a long-term community relations plan that clearly outlines roles of USC leaders in building long-term relationships with community partners and measures outcome and usefulness of said relationships• Continue to dedicate time and resources to increasing the USC's stature and legitimacy in the greater London community, using a variety of tactics in a coordinated fashion
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Priority 12: Campus Trust

Description: One of the USC's services that Western students value most is our Health and Dental Plan, delivered through Campus Trust. As one of the founding members of Campus Trust, the USC knows better than anyone the value and flexibility that the trust model brings to student benefits. However, Campus Trust could be so much better. We will work this year to fix the governance model within the Campus Trust, and ensure Western students are fairly represented at the decision making table. We will also work to continuously align our benefit plans with the needs of our students, providing the best value for their money.

Strategic Plan Alignment: Student Support

Executive Lead: D. Hodgins, Secretary-Treasurer

Timeline: Year-long

Updates:

Month	Update
October (Baseline)	Three key proposals have been put forward at Campus Trust, and I am attempting to push all of them through. First, I have submitted a proposal for the USC to get 2 of the 10 board seats guaranteed, in recognition of the fact that we comprise over 50% of the Trust membership. Second, I presented an elections policy that is coming up soon for review. Third, I have put together a proposal for on site professional trustee training to be delivered to the trustees. I have made it very clear to the Trust that satisfactory improvements to its governance are a necessary prerequisite to our continued participation.
November	My proposals have all been discussed at the board and their various committees. While I have made slow progress with the Trustee training, I have been extremely frustrated with the functioning of the Board, and at times I have felt that the USC was not respected. We will continue to search for options that follow good governance practices and are representative of our students, be it internal to Campus Trust or external. For now, our health and dental plan remain in a good position and will continue to provide excellent health insurance to our students. I have also struck the first meeting of the Student Benefits Working Group, and I look forward to educating this group about our benefits structure.
January	While I have pushed hard on my Campus Trust priorities, there has been no progress made which has been incredibly frustrating. On Monday, I am travelling to the Campus Trust AGM, where I will continue to represent the USC in our best interests.
February	At the Campus Trust AGM, I announced to the board that we will be withdrawing from the Campus Trust in the near future. I have reached the conclusion that our goals as an organization are not best accomplished as a member of the Campus Trust. We are currently exploring the feasibility of alternative health benefit delivery models.

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<p>April (Final Update)</p>	<p>Action since last update:</p> <ul style="list-style-type: none">• We have continued to explore options moving forward, and we look forward to presenting a plan in the coming months for how we will continue to deliver our excellent health and dental coverage to our students. <p>Summary of year-long accomplishments:</p> <ul style="list-style-type: none">• Campus Trust has been a sore spot for the USC for years. This year, we made a commitment to put the issues to bed, either by fixing them, or by parting ways. We started by doing everything we could to push reform and make things better. While we are proud of our efforts, they ultimately failed. This has given us the confidence we need to go out on our own and seek a new direction for our student benefits delivery. We look forward to further updating council in the coming months. <p>Next steps for 2020/21 academic year:</p> <ul style="list-style-type: none">• Going forward, we will explore a wide variety of options for student benefits delivery.
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Advocacy 1: Gender-Based Violence

Description: Up to one in four women attending university will experience an incident of sexual assault; the reality is, gender-based violence is prevalent across our campuses. In order to truly believe Western has the best student experience, we need to prioritize breaking down barriers faced disproportionately by women and the LGBTQ2+ community on our campus. Our goal is to increase the number of evidence-based prevention and intervention programs on, and available to, Ontario campuses. Our efforts will include supporting Enhanced Assess, Acknowledge, Act (EAAA), creating a best-practice upstander intervention program for local night-life, and working to develop a robust Western framework on sexual violence. We will continue to collaborate with Western administration to ensure campus policies empower survivors with decision making autonomy and always prioritize support for survivors of sexual violence.

Strategic Plan Alignment: Student Support, Student Advocacy

Executive Lead: C. Dunne, Vice President

Timeline: Multi-year

Updates:

Month	Update
October (Baseline)	We have been key advocates on the sexual violence policy review since the summer. Many of the positions that we have been pushing for, such as survivor-centric disclosure protocols, transparency and support, have been included to date. We also sat on the gender-based framework working group, which discusses how the university as a whole will take steps to reducing gender-based violence on our campus. Early in the summer, we secured funding for the EAAA program, which will be implemented on a sign-up basis at Huron. I am working with Danielle Carr to develop this as a Women's Studies course. Finally, I am working with partners such as ANOVA, USC hospitality, CAMH and SVPEC to develop a local bar nightlife strategy. We are also advocating to the provincial government on OUSA's recommendations.
November	We have finished our Sexual Violence Bar Strategy to disseminate to our stakeholders, and are working on the implementation plan. The Gender-Based and Sexual Violence Policy is also now live. Provincial advocacy also continues to be a priority.
January	Getting ready to implement the Sexual Violence Bar Strategy over the next month and working with Safe Cities to see this uptake across the city. Additionally, I have been co-authoring OUSA's sexual violence prevention and response policy paper. This month, I also met with bureaucrats at Ministry of Colleges and University and policy advisor at the Ministry of Women's Issues to discuss our recommendations and implementation.
February	We have finished the Sexual and Gender Based Violence Prevention paper and are beginning to implement GBV Bystander Intervention at Wave and Spoke level. We

	are also working with Possibility Seeds, a national student organizers group to maintain momentum of the national framework and share best practices with other student advocates.
April (Final Update)	<p>Action since last update:</p> <ul style="list-style-type: none"> • Completed bystander intervention training at the Wave and Spoke, and engaged Anova and the Dandelion Initiative to build out these efforts for the staff August 2020 training as part of the GBV Bar Strategy. • Full SVSV data released. • Safe Cities final report developed (final report postponed to go to City of London due to COVID-19). • Commitment to expand Women's Campus Safety Grant funding in Ontario Economic and Fiscal Update • Working on Possibility Seeds, Student Organizers' Community of Practice <p>Summary of year-long accomplishments:</p> <ul style="list-style-type: none"> • Developed and began to implement London Nightlife GBV Prevention Strategy • OUSA wins: SVSV data released and investments in Women's Campus Safety Grant funding • Full review of Western's Sexual and Gender-Based Violence Policy; amendments to make our disclosure procedure more survivor-centric and to ensure Housing's policy was aligned. • Safe Cities Report finalized • Investment in Flip The Script on Western's campus (and Huron) • Completion of Western's Gender-Based Violence Prevention Framework • Authored OUSA's new Sexual and Gender-Based Violence Prevention Policy Paper (to be released publicly April 20) <p>Next steps for 2020/21 academic year:</p> <ul style="list-style-type: none"> • Implement full London Nightlife GBV Prevention Strategy • Engage students in feedback on the new policy and advocate for any amendments as needed

Advocacy 2: Affordability

Description: The cost of university places an impossible burden on many of our students. With cuts to financial assistance, many of our students have to take on significantly more debt and choose between buying textbooks or groceries. Some of our students wonder if they can come back to university at all. We also know that financial insecurity and mental health challenges are related. The USC believes that all willing and qualified students should be able to access university. We will prioritize fighting to reverse the changes to OSAP, and work with university administration and the Federal Government to increase the amount of grants available to students in need.

Strategic Plan Alignment: Student Support, Student Advocacy

Executive Lead: C. Dunne, Vice President

Timeline: Multi-year

Updates:

Month	Update
October (Baseline)	<p>Launched an #OSAPStory campaign with the USC in response to the OSAP estimates coming out throughout the summer. This received significant media coverage within London and across the province.</p> <p>Advocated to OUSA to launch an #ONStudentsSpeak OSAP Letter writing campaign and secured over 1000 letters (over 3000 sent to Queen's Park) from over 22 institutions across the province.</p> <p>We also saw that the Liberal party platform campaign promise included specifications from a UCRU brief in relation to interest and grants. We are actively in discussions with the Registrar and Provost's office to discuss more financial aid for students. The registrar's office is also going to be developing a communications plan to help share how students can apply for financial aid.</p>
November	Working with the Registrar's office to communicate with student financial aid services. We are disseminating information on food vouchers with Food Support Services and looking at more effective communication strategies.
January	We are working to restore the student financial aid program that is included in our budget submission to the Ontario government, and have also taken action to increase Canada Student Grants in the federal budget. We have set financial aid as a priority for upcoming lobby weeks.
February	This was a priority at our Federal Lobby Week that was included in budget submissions. We are actively working with MCU on ways to ease the OSAP application process.
April (Final Update)	<p>Action since last update:</p> <ul style="list-style-type: none"> Ensured work-study students received bursaries for remaining hours due to

	<p>Covid-19</p> <ul style="list-style-type: none">• Successful advocacy on a moratorium on provincial and federal student loan and a freeze on interest• Advocating for changes to OSAP eligibility to address lost income due to Covid-19 <p>Summary of year-long accomplishments:</p> <ul style="list-style-type: none">• Raised the profile of the province's OSAP cuts and continued to advocate for increased financial aid as a provincial and federal priority in all budget submissions.• We worked with the registrar to communicate financial aid that was available (including in food vouchers form).• We made changes to the student bursary to ensure more money went out to students every year. <p>Next steps for 2020/21 academic year:</p> <ul style="list-style-type: none">• Communication of Western financial aid must be a continued priority as there are resources that go unclaimed by students.• OSAP and Canada Student Grants advocacy should always continue!• Increased advocacy to address COVID-19 claims.
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Advocacy 3: Jobs

Description: Work opportunities are at the heart of student development. In particular, work-integrated learning is proven to be a best practice for students to gain useful skills, become more employable in their desired field, and earn money in the process. However, we know these opportunities can be difficult to find, in particular for fields where work-integrated learning opportunities have traditionally not been prioritized. This is why we will advocate to the university to revitalize their career services, as well as work with community partners in London and in locations where students want to work, to increase the number of opportunities available. We will also advocate to the Provincial Government to prioritize increasing incentives in the Career Readiness Fund for employers, and decrease the skills-articulation gap.

Strategic Plan Alignment: Student Advocacy, Student Development & Opportunity

Executive Lead: C. Dunne, Vice President

Timeline: Multi-year

Updates:

Month	Update
October (Baseline)	<p>Meetings are ongoing with provost to ensure that the creation of student jobs remains a priority.</p> <p>Collecting student feedback on WIL that is program specific through the VPUA roundtable - please communicate this opportunity to your Councils.</p> <p>We are also working with the provincial government to make recommendations to increase incentives for work-integrated learning and are engaging on the SMA3 framework in relation to WIL.</p>
November	<p>Increasing funding to the Career Readiness Fund was one of OUSA's Priorities for Student Advocacy Conference, and we are working on getting data with Faculty Councils on desired Work-Integrated Learning Opportunities. This was one of five strategic priorities we brought forth to the university.</p>
January	<p>Reinvestments in the Career Readiness Fund continue to be a priority for us. We have submitted a brief to the university regarding work-integrated learning opportunities for students in non-traditional faculties, which is a federal advocacy priority for us.</p> <p>We are working to allow international students to include WIL as part of their application for permanent residency. We also met with CityStudio to discuss how they can grow and provide more opportunities in the future to Western students.</p>
February	<p>We are working on policy to allow international students to count WIL and entrepreneurship as work experience, which was one of the federal lobby week priorities. Good jobs and internships were also a priority of local advocacy week. I'm</p>

	<p>now sitting on the CityStudio working group to help increase WIL opportunities for students; looking at federal funding for this was one of our LAW priorities.</p>
<p>April (Final Update)</p>	<p>Action since last update:</p> <ul style="list-style-type: none"> Continued work with CityStudio. I am working with Education at Work Ontario (an advocacy group) to address how employers can retain work opportunities for students given the COVID-19 context. Finished work-integrated learning policy paper <p>Summary of year-long accomplishments:</p> <ul style="list-style-type: none"> Advocacy for investments in the career readiness fund Development of a work-integrated learning policy paper Creation of collaborative relationship with CityStudio Advocacy to federal government on changes to permanent residency streams to help international students qualify by including WIL as work experience Education at Work Ontario collaboration started - a provincial roundtable was planned for May but has now been postponed to the Fall WIL as one of Western's SMA3 priorities <p>Next steps for 2020/21 academic year:</p> <ul style="list-style-type: none"> Direct advocacy on recommendations outlined in WIL and student employment policy papers Provincial roundtable on WIL (postponed) to be implemented Continued advocacy on career readiness fund Continued collaboration with CityStudio

Advocacy 4: Sustainability

Description: Students care about sustainability and they expect that Western genuinely practices sustainability as a leading higher learning institution. We don't pretend to have all the answers right now, but we do understand that students demand Western does more to contribute to a global movement toward zero energy and zero waste. Our generation will live with the very real consequences of global climate change, and our campus must do more to promote holistic sustainability. We will work with experts and stakeholders to research sustainability strategies for post-secondary campuses and advocate to the university accordingly in order to drive meaningful change.

Strategic Plan Alignment: Student Support, Student Advocacy

Executive Lead: C. Liu, Student Programs Officer

Timeline: Multi-year

Updates:

Month	Update
October (Baseline)	Environmental sustainability is a priority for Western students and the USC. We developed a sustainability working group to determine the action and advocacy that the USC should do to prioritize this issue. We will be looking at both internal practises and environmental advocacy.
November	The Sustainability Working Group members will be elected at the November council meeting.
January	The first meeting of the Sustainability Working Group will be in late January.
February	<p>Cat and her team advocated on the climate change declaration and implementation plan, cycling master plan and the 60% waste diversion plan to the City of London.</p> <p>Bardia and I also had a meeting with the university administration such as the VP Operations and Finance and her team to discuss their current and future plans for Western's sustainability plan with multiple other student leaders interested in the topic and will be following up soon.</p> <p>The sustainability working group has been having weekly meetings to discuss internal USC sustainability. So far, we have consulted with different operations and developed a survey for students, asking them for their feedback and perspective about the USC's environmental sustainability currently.</p>
April (Final Update)	<p>Action since last update:</p> <ul style="list-style-type: none"> The survey was done and facilitated by EnviroWestern, and further questions were developed for more consultation and feedback internally within the USC. We are going to continue to compile resources from other universities and student unions across Canada.

	<p>Summary of year-long accomplishments:</p> <ul style="list-style-type: none">• Throughout the 2019/20 school year, we created the Sustainability Working Group and began external conversations with the University Administration on environmental sustainability as one of the USC's priorities. We also did research into other universities and student unions' climate action plans in order to begin our own. We created a survey that gathered feedback from students, asking for their perspective on the USC's current environmental sustainability. <p>Next steps for 2020/21 academic year:</p> <ul style="list-style-type: none">• Next year, the USC Executive and Sustainability Working Group should continue to consult with both internal and external stakeholders, such as USC full-time staff and Western's Facilities Management department. After these consultations, a sustainability policy or action plan should be developed and the USC should develop mechanisms to be held accountable to their goals.
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Campus Issue 1: Modernized Academic Counselling

Description: Students have told the USC for years that they demand more convenient access to academic counselling, including the ability to book appointments online and have short, simple questions answered virtually. Academic counselling is currently undergoing various reforms in different faculties across campus. We will work with the University and continue to advocate for a modernized academic counselling system that supports academic success and holistic student wellbeing.

Strategic Plan Alignment: Student Support, Student Advocacy

Executive Lead: C. Dunne, Vice President

Timeline: Multi-year

Updates:

Month	Update
October (Baseline)	Discussions ongoing with social science and science academic counselling offices and Vice Provost Academic Programs. We also included this in our budget submission for 2020-2021. This is a priority for the university to have an online triaging system implemented by the end of year.
November	Engineering and Health Sciences should have online booking implemented by Winter term. We are working on a long-term strategy in order to ensure that cultural competency, coordination between offices and mental health are addressed long term.
January	Checked in with registrar on the implementation of modernized academic counselling. We have worked to create an academic advising survey in order to collect relevant data from our students - please communicate this opportunity to your Councils.
February	No update.
April (Final Update)	<p>Action since last update:</p> <ul style="list-style-type: none"> Finished academic counselling survey and data analysis finalized. We are outlining student concerns' to present in a report to the university prior to the end of my term. No update on online booking. <p>Summary of year-long accomplishments:</p> <ul style="list-style-type: none"> This year consisted mostly of issue identification and research. Given the complexities of this issue and the decentralized nature of academic counselling, this is a challenging topic to advocate on. This requires multiple years of advocacy and collaboration with the university. <p>Next steps for 2020/21 academic year:</p> <ul style="list-style-type: none"> Ensure online booking system is implemented as this has been a long-term

	<p>initiative.</p> <ul style="list-style-type: none">• Continue to gather student feedback and present recommendations to the university.• Meet regularly with all faculty associate deans to raise different issues. Work with faculty presidents on this issue if they raise this as an issue.
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Campus Issue 2: Menstrual Products

Description: Menstrual products aren't a luxury; for half of the population who are menstruators, they are a necessity. Last year, the USC facilitated Western's first free menstrual products pilot project in the University Community Centre. Free menstrual products will soon be the standard in all public buildings; it is not a question of if, but when. We will advocate for the University to include menstrual products in their operational budget to position Western as a leader in gender equity in Canadian universities.

Strategic Plan Alignment: Student Support, Student Advocacy

Executive Lead: C. Dunne, Vice President

Timeline: University budget by February

Updates:

Month	Update
October (Baseline)	Discussions with the Vice Provost Facilities and Operations, included in budget submission to the university. The university is analyzing how this could potentially be operationalized.
November	Facilities and Operations have committed to asking for this in high traffic buildings in their budget. If successful, this will be implemented in Fall 2020.
January	No update.
February	No update.
April (Final Update)	<p>Action since last update:</p> <ul style="list-style-type: none"> Facilities and Operations submitted an official budget request to the university to include menstrual products in high traffic washrooms in four buildings – Weldon, UCC, the WSRC and Taylor Libraries. The expected update from the university was to have taken place in mid-April. Due to the unexpected budgetary impacts of COVID-19, the university has informed us they will not be making new budgetary commitments until they understand the full extent of COVID-19. This is to be revisited once the university has established a better understanding of the financial situation going forward. <p>Summary of year-long accomplishments:</p> <ul style="list-style-type: none"> Official ask for inclusion from a university department. <p>Next steps for 2020/21 academic year:</p> <ul style="list-style-type: none"> Continue advocacy on this item once new normal has been established, recognizing the department's prior commitment to this advocacy ask.

Campus Issue 3: Gender-Identifying Spaces

Description: Gender-identifying spaces can mean the difference between a student feeling welcome and included or isolated and rejected in their campus community. Students preferring to use gender-neutral washrooms should be able to do so conveniently in every building on campus. New builds and renovations should prioritize gender neutral design by default. At the same time, we recognize the need for women- and trans-only dedicated times in various spaces, including campus recreation spaces to ensure all members of our community feel safe and comfortable while exercising. We will continue to advocate to the university for gender-neutral washrooms and dedicated recreation spaces across campus.

Strategic Plan Alignment: Student Support, Student Advocacy

Executive Lead: C. Liu, Student Programs Officer

Timeline: Multi-year

Updates:

Month	Update
October (Baseline)	<p>Students at Western have been advocating for gender-neutral bathrooms in buildings for over ten years. Student representatives from PrideWestern have brought up their concerns about the lack of gender-inclusive spaces, more specifically bathrooms, in Western buildings, providing unsafe spaces for students.</p> <p>PrideWestern and the USC Executive are collaborating on a policy proposal and briefing to present to Western administration re: gender-neutral washrooms in order to advocate for gender-neutral bathrooms in all new buildings built at Western.</p>
November	No updates
January	Cat and I are working with USC PrideWestern to compile already existing data that has been collected in previous years regarding gender-neutral bathrooms to create a briefing with recommendations to present to UWO administrators.
February	No updates
April (Final Update)	<p>Action since last update:</p> <ul style="list-style-type: none"> No updates <p>Summary of year-long accomplishments:</p> <ul style="list-style-type: none"> This year we compiled evidence of existing advocacy that the USC has done throughout the years on all gender bathrooms, worked closely with PrideWestern to begin to draft a policy and briefing to present to university administration. <p>Next steps for 2020/21 academic year:</p> <ul style="list-style-type: none"> The USC should continue to work closely with and consult PrideWestern in the research and development of an all gender bathroom advocacy strategy.

Campus Issue 4: Residence Staff

Description: Residence Staff are among the most vulnerable, yet most dedicated student leaders on our campus. They are integral to providing holistic student support while ensuring every student living in residence has the opportunity to enjoy Western's best student experience. Last year our council acknowledged calls for support from Residence Staff for improvements to health and safety, compensation structures, and workplace culture. Council further committed the USC to participating in advocacy to support Residence Staff, which our team takes seriously. We will ensure the University makes meaningful changes to address serious concerns regarding workplace culture for Residence Staff.

Strategic Plan Alignment: Student Support, Student Advocacy

Executive Lead: C. Dunne, Vice President

Timeline: Ongoing advocacy, improvements by summer 2020

Updates:

Month	Update
October (Baseline)	USC facilitated a focus group in spring of 2019, conversations held with many senior administrators. No action to date.
November	Long term strategy in flux with the executive team.
January	No updates.
February	No updates
April (Final Update)	<p>Action since last update:</p> <ul style="list-style-type: none"> None. <p>Summary of year-long accomplishments:</p> <ul style="list-style-type: none"> This year, I developed a long-term strategy document on the status of residence staff that outlined our executive's concerns based on student feedback. We did bring this up in conversations with senior administration, however no concrete outcome has been outlined. This requires further advocacy in future years and a systemic shift. <p>Next steps for 2020/21 academic year:</p> <ul style="list-style-type: none"> Continue to advocate to university administration; develop tangible solutions that are systemic and are able to change more lower level problems.

Initiative 1: State of the USC

Description: The State of the USC is an important way for the executive to connect with Western students, share what's happening across the USC, and provide a forum for our constituents to hold us accountable for our mid-year progress and action plan. The event has not historically been well-attended or served as a meaningful forum for debate and inquiry. We are committed to reviving the State of the USC by engaging our wide network of student leaders and our many on- and off-campus partners. We will use the initiative to review our progress against this Executive Roadmap and set the community's expectations for the second half of our term.

Strategic Plan Alignment: Student Support, Student Engagement & Collaboration, Student Life

Executive Lead: N. Waltenbury, Communications Officer

Timeline: Event occurs in December

Updates:

Month	Update
October (Baseline)	<p>The State of the USC event occurs annually but has struggled with relevance and engagement in recent years. The event needs to be overhauled and the intended audience refocused in order to improve the event. Our overall intention with State of the USC is to create a 'community and conversations' style program that allows the current executive to share their accomplishments to date, plans for the remainder of their term, and perspective about the state of the organization.</p> <p>Action to date:</p> <ul style="list-style-type: none"> • Preliminary discussions with team to build consensus and support that the event needs a complete overhaul and should be geared toward a student leader and USC-partner audience, rather than students-at-large • Preliminary discussions with Secretary-Treasurer and Governance and Elections Manager to determine the feasibility of making SOTUSC a special meeting of council (consensus is yes, it is feasible) <p>Next steps:</p> <ul style="list-style-type: none"> • Confirm date, location, and logistics of the event
November	<p>Action since last update:</p> <ul style="list-style-type: none"> • Confirmed date and location of event to early January and the Wave, respectively • Decided to call a special meeting of council for the event, to ensure councillor attendance • Changing the event into a social, welcome back night modeled off Pints and Politics and including a Spoke social after the speeches

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	<p>Next steps:</p> <ul style="list-style-type: none"> • Send invitations to: Council, CIA, Board, USC Staff, Western Admin, Politicians • Logistical details: venue booking, food orders, prize collection, student feedback ideation and preparation, talent booking, etc.
January	<p>Action since last update:</p> <ul style="list-style-type: none"> • Hosted State of the USC on Tuesday, January 14, moving the date following the PS752 crash in Iran that impacted a number of Western students • Event was a great success with an estimated 100 attendees <p>Next steps:</p> <ul style="list-style-type: none"> • Publish brand journalism story, photo gallery, speeches, and recap video • Prepare budget report from the event • Present student feedback results at January Council • Collect feedback from attendees on their satisfaction of the event • Begin planning and date booking for State of the USC in January 2021
February	<p>Action since last update:</p> <ul style="list-style-type: none"> • Published brand journalism recap story, speeches, and recap video • Presented student feedback results at January Council <p>Next steps:</p> <ul style="list-style-type: none"> • Complete budget report from the event • Begin planning and date booking for State of the USC in January 2021
April (Final Update)	<p>Action since last update:</p> <ul style="list-style-type: none"> • Booked 2021 State of the USC in 2020/21 legislative calendar for January 13, 2021 <p>Summary of year-long accomplishments:</p> <ul style="list-style-type: none"> • Revamped State of the USC event with a complete overhaul, increasing event attendance and engagement <p>Next steps for 2020/21 academic year:</p> <ul style="list-style-type: none"> • Execute same or similar event as 2020 version, based on success of this year's event

Initiative 2: Women in House

Description: The first annual Women in House initiative was a resounding success last fall, bringing 24 female-identifying students to Parliament Hill with hopes of inspiring young leaders and allowing them to imagine themselves in leadership roles both on campus and in their future careers, through positive and representative role modelling. Building on last year's success, the program has great potential to be expanded and integrated into other initiatives, like the #AskHer campaign and USC mentorship program. We will expand the Women in House initiative to support female student leaders so they feel empowered to inspire other female students on campus.

Strategic Plan Alignment: Student Life

Executive Lead: C. Liu, Student Programs Officer

Timeline: Event occurs in February

Updates:

Month	Update
October (Baseline)	In expanding the USC Women in House initiative, we hope to further inspire female-identifying students to assume leadership roles in politics. Expansion of the program would look like professional development and networking opportunities for participants. This year, Women in House will be held in February as a result of the federal elections. We are waiting until the House of Commons Sitting Calendar is finalized to secure dates. Sponsorships have been secured for transportation and we are preparing a professional development plan for students participating in the program.
November	Our tentative dates for Women in House 2020 are February 18th to 21st. We hope that holding it during reading week will encourage more students to attend without missing classes.
January	Through consultation with Members of Parliament and Provincial Parliament, we've learned that February 18th-21st were not ideal dates for a shadowing program. Further updates are to come, but this year's Women in House program will likely be held at Queen's Park.
February	Women in House applications were due on February 24th. This year it is being held from March 9-11th at Queen's Park, and students will be able to shadow a female MPP, attend professional development sessions, network with USC alumni working in politics, tour Queen's Park and attend question period. Students will also participate in multiple reflection sessions where discussions about female-identifying individuals navigating male-dominant spaces in politics will be held.
April (Final Update)	Action since last update: <ul style="list-style-type: none"> From March 9-11th, 25 female-identifying and non-binary students went to Toronto for our annual Women in House trip. Throughout this experience, the student attendees had the opportunity to attend a panel with Sophie

	<p>Helpard, Peggy Sattler, and Jasmine Irwin. They attended a networking session with MPPs and USC alumni currently working in politics, went on a tour of Queen's Park, attended Question Period, and a professional development session led by USC staff, executives, and associates. On the final day of the trip, the students listened to an impactful keynote from the former Premier of Ontario, MPP Kathleen Wynne, and then got to shadow an MPP at Queen's Park for an afternoon. In comparison to last year's Women in House trip, we were able to provide the students with more networking and professional development opportunities, and the chance for them to have organic conversations with many female MPPs, staffers, and other professionals working in politics. We also held debrief and feedback sessions and disseminated a survey for the participants to fill out in order to provide recommendations for next year's trip.</p> <p>Summary of year-long accomplishments:</p> <ul style="list-style-type: none">• As this initiative was limited to three days, a summary of year-long accomplishments is not applicable. <p>Next steps for 2020/21 academic year:</p> <ul style="list-style-type: none">• Although this year was a success, we came to the realization that this initiative did not belong in the VP Student Support and Programming portfolio as it is not a requirement for this role to have extensive political knowledge and education. As such, we have moved Women in House to the VP External's portfolio.• Next year, the VP External should continue to better this initiative by using this year's feedback and survey data.
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Initiative 3: Student Leader Development

Description: The State of the USC is an important way for the executive to connect with Western students, share what's happening across the USC, and provide a forum for our constituents to hold us accountable for our mid-year progress and action plan. The event has not historically been well-attended or served as a meaningful forum for debate and inquiry. We are committed to reviving the State of the USC by engaging our wide network of student leaders and our many on- and off-campus partners. We will use the initiative to review our progress against this Executive Roadmap and set the community's expectations for the second half of our term.

Strategic Plan Alignment: Student Support, Student Development & Opportunity, Student Engagement & Collaboration

Executive Lead: B. Jalayer, President

Timeline: Year-long

Updates:

Month	Update
October (Baseline)	<p>We are currently offering Professional Development sessions during standing committee meetings and at alternative times to Coordinators, Councillors, Interns and Associates. We are also continuing to offer the Exec Shadowing Opportunity to Council, Sophs, CIA.</p> <p>Internally, we are creating steering committees to ensure CIA being utilized and developed to their fullest extent, and are providing delegate training ahead of the OUSA GA.</p>
November	<p>We are running information sessions about the USC to encourage engagement in upcoming elections. The SPO portfolio has also concluded an O-Staff retreat to on-board new members.</p>
January	<p>We are recruiting students at large for executive hiring panels, and for March's OUSA GA. We are beginning to plan out the transition for incoming USC Executive, Councillors, and CIA.</p> <p>We are also actively promoting opportunities for upcoming elections and applications.</p>
February	<p>Training sessions for OUSA GA are now being booked! The President-Elect and the VPEA-Elect will be joining the delegation.</p> <p>We have started with preliminary transition processes for the President-Elect, and are looking forward to continuing that, along with the remaining Executive-Elects.</p>

Executive Roadmap Tracking Document: Council Monthly Reporting

<p>April (Final Update)</p>	<p>Action since last update:</p> <ul style="list-style-type: none">● OUSA GA had to be postponed because of COVID-19; however, the GA will continue online, and we are excited for our delegates to get this opportunity. <p>Summary of year-long accomplishments:</p> <ul style="list-style-type: none">● Two OUSA GAs, Women-In-House, an Executive Shadowing Program, more Working Groups, investments into Professional Development and Professional Training are all accomplishments to ensure our leaders grow while in their roles. <p>Next steps for 2020/21 academic year:</p> <ul style="list-style-type: none">● Continue to invest in the leaders of tomorrow - ensure that promotion of the opportunities spans beyond the USC bubble.
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Initiative 4: Mentorship Program

Description: The USC has always been committed to supporting all students, and offering specialized programs and services to students from minority and marginalized communities in an effort to ensure every student feels welcome on our campus and to equalize opportunities so every student can reach their full potential. Our team recognizes that students from racialized and marginalized communities may not have access to the same mentorship opportunities as their peers. We know the best way to inspire minority and marginalized groups to assume leadership positions is to see themselves in other leaders. To this end, we will aim to create a mentorship program specifically to connect minority and marginalized students to personal and professional mentors to help bridge the development gap that currently exists.

Strategic Plan Alignment: Student Support, Student Engagement & Collaboration, Student Life

Executive Lead: C. Liu, Student Programs Officer

Timeline: Year-long

Updates:

Month	Update
October (Baseline)	<p>We are preparing to conduct research and gather student demographics in order to write a report about marginalized communities in students leadership, followed up with action about how we want to support these communities.</p> <p>A USC Mentorship Program and Network would be in place to support and represent students in leadership positions, and to provide them with the resources to assume these positions on campus.</p>
November	<p>We have almost finalized the student leader demographic survey which should be released shortly and have contacted respective stakeholders for student leader contact information. We are currently planning elections projects to encourage minority communities to assume leadership roles through a multimedia framework that will consist of videos, graphics, photos, and art installations.</p>
January	<p>We are working on an internal USC diversity strategy and consulting with our legal team and external corporations who are known for their exceptional diversity policies and frameworks in order to implement a demographic survey.</p> <p>We recognize that data must be collected intentionally and sensitively within marginalized communities and hope that action within our corporation and adequate consultation will help us when finalizing our survey.</p>
February	No updates
April (Final Update)	<p>Action since last update:</p> <ul style="list-style-type: none"> The USC Women in House Trip was one of our first opportunities to connect

	<p>the USC Alumni network with current Western students. Many of the trip attendees indicated that the networking portion of their experience was one of the main highlights and had the opportunity to build connections and mentorship relationships with USC Alumni.</p> <p>Summary of year-long accomplishments:</p> <ul style="list-style-type: none">• This year we recognized the need for demographic data on campus to inform the equity-based initiatives and programming that we execute. Although for many logistical reasons we were unable to collect demographic data from students, we will continue to advocate to Western to collect demographic data of our students during the admissions process. Additionally, we have begun the research process of creating an internal USC diversity strategy and begun to connect members of the USC Alumni network to Western students. <p>Next steps for 2020/21 academic year:</p> <ul style="list-style-type: none">• Next year, the USC should continue to advocate for the collection of demographic data of our students in order to better inform both Western and the USC's diversity initiatives and programming. Additionally, we should continue to build opportunities to connect students of marginalized communities with mentors to guide them both personally and professionally.
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