YEAR PLAN
MSU President & CEO
Denver Della-Vedova
2021-2022
(submitted July 17)

Honourable Members of the assembly,

It is my sincere pleasure to introduce to you my year plan. It is outline below in the following list.

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Accessibility

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Better Advocacy

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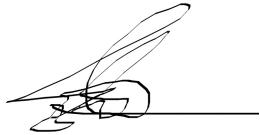- Financial Viability (19)

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Each of my main three pillars (Accessibility, Better Advocacy & Community, Togetherness and Support) are backed by several sub goals to further these overarching goals.

These main goals are not new concepts to the MSU and student body, but tend not to be core concepts to a presidential campaign; this is intentional. I had a future-facing vision for the MSU that involved the core of what I believe we do for students. Specifically, the MSU's role is to ensures access to spaces, resources and education for all our students, advocate for the needs of students to further each of these items, and finally to create an enjoyable and seamless university experience where this may occur.

Under each are more actionable items that support the achievement of the pillar goals they reside under. Plans for the year are not limited to these and will continually evolve as we come into what is maybe our most unprecedented year at the MSU; seeing the hopeful resolution to the pandemic and return to campus. Many of these support goals have subgoals that they encompass, or may change to accommodate the uncertain year ahead, but at their core will follow the tenants and ideals highlighted in this document. As well they have been molded with collaboration between the Board of Directors in mind to maximize our ability to improve the MSU.

My biggest hope for this year is to leave the MSU better than it was before. To avoid missteps, progress must be made one step at a time, distinct and deliberate along the path to success.

Thank you and I look forward to this year ahead!

Denver Della-Vedova
MSU President & CEO

GOALS

Accessibility

Objective 1	*Return to Campus - Students*
Description	As we move through the summer and restrictions continually lighten, their appears to be more and more optimism regarding our campus access. The return to campus for students will be met with many challenges from academic unfamiliarity, to space orientation to the mental stresses that have been highlighted with returning, to the actual physical safety concerns with COVID-19. These are all core pieces that need be considered and addressed in our return. In addition, the lessons learned from this return should be considered to continue in the long-term, as many of these benefits may fit a 'typical' year
Benefits	- Developing plans and groups to create a smoother transition to campus - Support for students academically - Support for students mental health - Student comfort with our campus - Longterm mechanisms developed to better the in person student experience - Using alternative ways to look at in-person experience
Difficulties	- Many moving parts are involved and a lot of coordination is needed across the MSU, University and our campus partners - Challenges will come suddenly and in unforeseen ways - Heavy buy in needed from partners

	- Scope and time work against each other with this goal, timeliness is key
Long-term implications	- Committees, working groups and policy are able to develop and continue to be called on in future - Many lessons may be applied to future students, first years, service delivery
How?	The return for students is somewhat a natural progression. It is what students across the country have done for most of their academic career. That being said, there are *many* conversations being had at a multitude of tables focusing on different aspects of the return for students. These include but are not limited to the mental health task force, the return to work task force, conversations between myself, and the board, myself and the general manager, myself and clubs, myself and the libraries and myself with deans and faculties. These conversation revolve around the four key highlights stated above. They have and will continue to move towards achieving a secure, and comfortable transition back to campus for students.
Partners	Board Of directors, MHTF, Return to work committee, Vice-Provost (Faculty), Sean Van Koughnett, Maroons, Spark, FYC, SRA, the General Manager of the MSU, EOHSS and others as the summer evolves

Objective 2	*Return to Campus – Staff, Clubs and services*
Description	Our return to campus depends upon the support and efforts of our staff and services. This being said, these groups are in equal need of support this year. With over 300 clubs and 20 services it is vital we ensure adequate support is available with the hopeful return this fall. This will consist of predominantly one on one conversations with groups to determine what needs are to be addressed. That being said some common themes I have seen so far are constant and consistent communication, compassion and conversation; each of these themes being able to address specific groups of issues be it financial planning to individual staff needs for support.
Benefits	- Ensure strong service and club delivery this fall (in turn a more positive student experience)

	- Encourages positivity in the workplace and a safe working environment - Allows voices to be heard and to develop service and student facing solutions
Difficulties	- A lot of consultation must be done in a short amount of time - A large volume of groups leaves the space for groups to be missed
Long-term implications	- A strong return to campus will create seamless transition for clubs and staff to continue furthering their own goals with little to no regression
How?	This will predominantly be achieved through conversation with individual groups and in collaboration with the Club's Administrator and VP Administration. Needs so far have varied for specific groups, with one of the most front and center pieces being the development of an online clubs fest and scenario planning surrounding a hybrid clubs fest. These will continue to vary and be handled on a case by case basis.
Partners	Clubs Administrator, VP Administrator, VP Finance, General Manager

Objective 3	*Methods Of Assessment*
Description	The pandemic has highlighted a key flaw in the educational experience for students. Namely the methods of assessment. This year proctoring software was highlighted as a huge point of contention among students. With it came many instructors who have shifted the way they test, with open-book, application based, and other methods of assessment becoming quite common. As we move out of a predominantly online world we should not regress to outdated methods of assessment. That Is why I am working towards both creating a guideline for instructors to use proctoring software, and finding ways to encourage instructors to improve their methods of assessment.
Benefits	Less frequent use of proctoring software's leading to:

	- Reduced test anxiety - The development of more equitable testing methods - More skill-based testing methods being implemented - Collaboration between faculties and students on the development of best practices
Difficulties	- Developing groups which can implement this - Garnering feedback from staff - Buy in from diverse faculty types - The recognition that what may work for one course in a program may not work for even a fairly similar course within that same program - Governing body requirements for specific testing conditions and or standardized testing
Long-term implications	- McMaster's ability to be a leader in its methods of assessment - The ongoing development of testing methods for students
How?	So far this has consisted of conversations with Kim Dej the associate Vice-Provost of Faculty to see what has been done and what groups would be a best point of contact. She is currently approaching the associate dean's group as I reach out to individual faculty who specialize in testing. We will aim to create an ad hoc group to draft a document outlining under what circumstances it is acceptable to use proctoring software's. The aim will be to direct instructors to other resources and options making proctoring software a last resource. Ideally instructors would have to specifically make a request to use proctoring software. We will be inviting MSU members to a panel in the fall on methods of assessment, and hosting a future panel of students to speak to staff on their experience specifically, offering feedback on the comments heard from staff.
Partners	Vice-Provost (Faculty), VP Education

Objective 4	*Physical Access*

Description	McMaster Universities campus has many gaps around accessibility. Be it classrooms to the sheer size of campus there are many areas across campus that could be improved. In addition to this it has been 14 years since our last campus wide accessibility audit. Many of the problem areas are not wide scale but rather localized to buildings or specific rooms even. The aim is to combat this and encourage either another accessibility audit or garner student and staff feedback on their experience with campus.
Benefits	- Improved accessibility to resources on campus - Improved course access - Universal design benefits all folks
Difficulties	- Costs to upgrade spaces - Buy in from university partners - Different outdated spaces having wildly unique needs - The scope of building projects - Outdated government requirements or requirements that do not align with student needs
Long-term implications	- Once many physical changes are made to spaces they should in theory need little in the way of regular upgrades - Create a more equitable campus environment that truly welcomes all level of physical ability
How?	I will be working closely with Anne Pottier on this issue. I have already had a preliminary conversation where we discussed methods to garner feedback in addition to other options in line with universal design in a classroom. As well we discussed exploring options such as better map accessibility (including building maps with courses on mosaic), the possibility of apps to guide students (if their was a desire from students) and ways to manage the time needed to travel class to class.
Partners	Anne Pottier, registrar, facility services, VP Education

Better Advocacy

Objective 5	*Ancillary Fees*

Description	Ancillary fees are the costs outside of tuition that students pay each year for services such as the Student Wellness Center, Student Success Centre, and Athletics & Recreation. With a portion of students studying from home, and currently reduced services there are several ancillary services that are not accessible to students in their typical way. These services that are currently inaccessible by students and their associated fees, should not be charged in full to students. Hence why MSU has been advocating for a reduction to fees such as Athletics & Recreation over the summer and the encouragement to make them accessible as soon as physically safe to students. We will be continuing these advocacy efforts to ensure students are receiving the most value for their ancillary fees and are not being charged for services that are currently on hold due to the limitations of the pandemic. This is particularly important while students are still studying from home.
Benefits	- Students only pay for the services available to them - Saves students money
Difficulties	- Management of services without a fee or a reduced can be difficult - The 'lag' between provincial guidelines and the time at which a service can open may be weeks or more
Long-term implications	- This goal is predominantly short term facing but sets a precedent for any other university wide shutdowns and fee reduction
How?	This practice was started already by the previous board, working with different services in a case by case basis to determine what level of free reduction or if the abolition of a fee was possible during pandemic.
Partners	VP Finance, Services, VP Administration, AVP Finance

Objective 6	*Financial Aid*
Description	I have begun to work closely with the VP Education and VP Finance to better educate students on how tuition is broken down and intertwined with the province. Only then, will we be able to best engage students in financial aid advocacy

	efforts, both at the university and provincial level. This holds particularly true as advocacy efforts are strongest in numbers. By helping students understand how they can help themselves, we can ensure everyone experiences the student access guarantee. From an external front, we will better utilize the resources at OUSA, to push for the goals of the Future of Learning and Prosperity policy paper.
Benefits	- Ensures students are able to afford their education - Reduces barriers to obtaining supplemental educational resources - Working with OUSA adds additional legitimacy to our efforts, having many voices be involved in the advocacy - Increased transparency and information surrounding financial aid for students
Difficulties	- Buy in from OUSA may be an issue if there are other higher priorities this year - Student engagement on pieces such as this can be hard to garner - Voluntary participation limits our ability to reach all students
Long-term implications	- If successful, this could be part of financial transparency week indefinitely - OUSA policies are often posted for many years and priorities year to year
How?	One possible path to accomplish this could be by building this educational campaign into an add-on of our MSU Financial Transparency Week led by the VP Finance. This would aid in educating students on how tuition rates are determined annually (domestically and internationally), what financial aids are available for them to utilize, as well as how they can get involved with furthering our university, municipal, provincial and federal advocacy efforts.

	The goal with the Future of Learning and Prosperity policy paper and OUSA will be to aid in the three aims of the paper: enhanced OSAP support to provide immediate financial relief, improving the effectiveness and transparency of the student access guarantee, and improving Ontario's tuition fee framework. One way we will facilitate the engagement of students is through approaching OUSA about creating an open letter that Ontarian students can sign. These campaigns will supplement our provincial lobby week efforts to necessitate increased provincial funding and better OSAP
Partners	VP Finance, VP Education, AVP Finance, AVP Provincial and Federal Affairs, AVP University Affairs

Objective 7	*International Student Representation*
Description	International students represented 13.3 percent of the undergraduate population in 2019, and that number has been on a steady rise. Despite this growing population, international student support and representation is lacking across campus. I aim to increase this through the implementation of the task force created last year.
Benefits	- Increased international student representation for the MSU - Guidance for the institution on matters relating to international students - More direct service and support for international students
Difficulties	- Balancing to international student chair role on FYC - Determining scope and responsibilities for university advocacy on international student matters with one MOU
Long-term implications	- Increased international student advocacy ability and scope
How?	This year, efforts have been made to improve that support through the creation of a task force, focusing specifically on the challenges faced by international students during the pandemic. We will continue this effort through the creation

	of a long-term international student advisory committee for advising on matters related to International student-specific challenges and needs. This would be formalized either through an MSU policy or the creation of a *memorandum of understanding*. Critical to this process will be partnering with the Student Success Center to ensure we are not duplicating efforts, and that we are streamlining our communication efforts. The other way we will try to gain more immediate insight from international student perspectives is through the creation of an International First Year Council Chair. This will help to amplify the voices of international students and ensure the first year international student experience is the best it can be
Partners	VP Education, AVP University Affairs, International Student Task Force

Objective 8	*Undergraduates of Canadian Research-intensive Universities (UCRU)*
Description	The MSU just recently moved our membership in UCRU from class B to class A. As well, this year I am chairing UCRU. With this in mind, I hope to heavily further the MSU's federal advocacy goals between a hopeful in person lobby week and through letters from UCRU to different Ministry offices.
Benefits	- UCRU is the only Federal Advocacy body the MSU is involved in - Although it is early, some advocacy topics this year appear to be: indigenous student rights, transit accessibility, international students, and tuition - Both myself and the VP Education can work together on federal advocacy this year
Difficulties	- The role on UCRU falls typically under the VP Education portfolio but due to the late start for our VP Education this year I ran for a role on UCRU. This means some balance will need be struck between myself and the VP Education on federal advocacy priorities this year

Long-term implications	- UCRU is expanding it's policy bank, so with significant investment in UCRU this year the MSU can help develop some of the first drafts of long-term standing policies for the organization
How?	UCRU will predominantly be developing on three fronts led by its committees. 1. Governance Committee will work on the operating policies and structures of the organization. This will include creating more fair and equitable access to UCRU for its member schools. As well Governance committee will be tasked with creating a fee for member schools to be implemented in future years 2. Bilingualism committee will expound upon UCRU's recent commitment to becoming a bilingual organization. 3. Advocacy committee will address the highlighted goals thus far as well as others. Member schools have been tasked with bringing their federal goals to this committee where they will be condensed into a few main priorities to then be brough to a lobby week this fall or winter.
Partners	VP Education, AVP Provincial and Federal Affairs, AVP Municipal Affairs, AVP University Affairs, International student task force

Objective 9	*Mental Health – Student Wellness Centre*
Description	Students have had a desire for increased and quicker access to the Student wellness centre. Efforts have been made in past to develop systems to better access for students but this must continue. The movement of the SWC was a large step to aid this with space improvements, but there is still much to be done in the accessibility of this resource.
Benefits	- Better access to SWC resources - Improved value and use of current service - Evaluating the methods through which students access the SWC
Difficulties	- Buy in from the SWC

	- Space limitations - Funding limitations
Long-term implications	- The development of easier methods to access the SWC will result in long term benefits to student experience
How?	One way to improve the resources available at the wellness centre is through the development of an online booking portal. This would have a two-fold effect: it would make booking, rescheduling and cancelling appointments easier and more accessible, while simultaneously reducing the number of unused time slots to reduce wait times
Partners	Rosanne Kent (SWC), VP Administration

Objective 10	*Mental Health - Telehealth*
Description	The pandemic has given us an interesting case study surrounding what has worked when it comes to students' mental health. The advent of telehealth and its widespread use has addressed many barriers that we may have not even recognized existed. Students have access to resources without needing to physically attend. This addresses travel and transit barriers, physical accessibility barriers, and many others. That being said, I hope to maintain this option for students in future.
Benefits	- Addresses systemic and physical barriers to the access of resources - Reduced need for physical space
Difficulties	- Concerns about the limited ability to triage and address greater needs - No online booking to aid this currently
Long-term implications	- Increase the amount of councilor availability without increasing space needs
How?	These systems have already been put in place due to the pandemic, but there are notions that this model of health 'doesn't work' as well. We will need to address this with data and student input, to ensure that we deliver the best options for students to access the SWC. As well other developments

	as an online booking portal would make great strides in streamlining this process to reduce the administrative load.
Partners	SWC, VP Administration

Objective 11	*Mental Health - Academics*
Description	Academic stress is a large contributor to mental health, more so this year than others. Students are facing unique academic stressors depending on work from home setups, differential access to technology and WiFi, numerous online platforms for courses, and varying digital competency levels for instructors. We will need to improve this if we are going to continue with a hybrid model next year, and that means a Digital Learning Strategy and Digital Technology Accessibility Strategy for the university.
Benefits	- Addresses barriers to education - Addresses how academic stress can manifest in poor mental health - Adress several factors contributing to academic stress
Difficulties	- Determining scope of a document - The speed with which we develop something that has been a need for over a year
Long-term implications	- Improved student experience and community in the long-term
How?	I will work closely with the VP Education and Vice-Provost (Faculty) to ensure the development of these strategies in a formalized way. This will tie in with the methods of assessment and developments surrounding guidelines for instructors in the recently expanded online world. Ideally this would be an overarching document with guidelines such as that as sub committee goals.
Partners	Vice Provost (Faculty), VP Education

Objective 12	*Okanagan Mental Health Task Force*
Description	I have taken over my predecessor Giancarlo's active role on the mental health task force. The group is currently creating

	short term recommendations for the fall. Ideally, a number of these short-term recommendations will be the building blocks of longer-term projects. The current goals revolve around a commitment to action and goals that target staff and student supports in their return to campus. Official recommendations will be coming in the weeks following this report.
Benefits	- The development of actionable items for the provost and departments to benefit student
Difficulties	- The timeline for the completion of this document has shifted from early to mid-summer
Long-term implications	- Clear commitment to improving mental health at our institution - Creation of groups to monitor and develop different system components when it comes to mental health
How?	A clearly outlined document with suggestions for actionable items, committees, future goals and commitments by the university is mid development and will hopefully launch in the coming weeks of this document. If each of these items make the final draft then committees will be struck to manage projects to ensure progress.
Partners	Mental Health Task Force

Objective 13	*Campus Safety*
Description	Students have been advocating for a safer campus for years. Students do not feel safe in and around campus, and it's time for the university to act. The McMaster University President has committed to reviewing the security needs of the campus community, which will highlight gaps in the current system. This is a great step but students have been and continue to be at the front of advocacy for a safer campus. That is why this year we will be making great efforts to ensure campus safety
Benefits	- Students feeling safe is being highlighted as a priority - Students will feel safe in their campus community

Difficulties	- Other campus's lack hard data the way we have accrued it with the campus climate survey.
Long-term implications	- Opening a much larger dialogue about evolving safety needs over the years and the requirement of campus security to stay modern to match this
How?	We will be using data from this year's Equity Inclusion Office Campus Climate Survey and Census to improve advocacy. In conjunction with this, we will focus on research into other Canadian campus safety models, aiming to gain better insight into both where our campus lacks and what has worked on other campuses around the country. I will continue amplifying the safety concerns of students, and will work with our VP Education to ensure our efforts are streamlined and organized
Partners	VP Education, Equity and inclusion office

Community, Togetherness and Support

Objective 14	*Mental Health – Student Insight*
Description	Mental health isn't just about advocacy. Mental health has by and large been negatively affected under the current conditions we are all facing; the disconnect and lack of community amongst students has taken its toll. With this in mind, we wanted to focus on some more internal steps to improve mental health. Specifically the hope would be to have these be student driven solutions
Benefits	- More direct feedback garnered from students - More applicable solutions for students
Difficulties	- Survey fatigue is always an issue - Data analysis will be time consuming

Long-term implications	- Future Boards will be able to take this information and methods of information gathering to regularly do 'climate checks' on students mental health.
How?	We will focus on gathering more information as well as analyzing current data from surveys done this year to better develop specific mental health resources students would like to see. One such suggestion through consultations with students that has arisen multiple times was a desire for more implementation of meditation and mindfulness. With more input from students, we may focus on events/services based around this. In addition to this the Board of Directors have been exploring better options around our Student Assistance Plan to better support students.
Partners	Communications, SWC, MHTF, Board Of Directors

Objective 15	*Mental Health – Events and Community*
Description	Along with the previous goals around student insight, mental health can heavily be affected by environment. That is why it is my goal to do the best we can to reinvigorate a positive campus experience with the return to campus this fall.
Benefits	- More 'fun campus environment - Raised engagement and increased socialization for students - Non academic focuses to destress
Difficulties	- Student engagement has been a difficulty with MSU events in the past
Long-term implications	- The MSU previously operated more within this vein. The goal is to return to this more 'social and student experience' based approach.
How?	We will be working with Campus Events to try and design new and more regular events for the following year to help foster community and positive interactions within the McMaster community and (assuming our return) on campus. As well efforts are being made with clubs to develop some in

	person components to welcome week. In addition to this there is also discussion around more student facing events run by services.
Partners	Clubs, VP Administration, VP Finance, Campus Events, services as desired,

Objective 16	*Welcome Week and the class of 2024*
Description	Returning to campus will look different with **half** of the student body likely never stepping foot on campus during their time at McMaster. To combat this we will work closely with both Spark and Maroons to develop possible welcome week-esque events for the class of 2024.
Benefits	- All students have had similar introductions to campus - Students have an understanding of the space and services offered to them - Welcoming events build a sense of community
Difficulties	- Very short timeline to achieve this
Long-term implications	- The long-term implications of this live with the current cohort and the hopeful perpetual sense of community it instills on campus.
How?	Spark recently has made improvements and now starts earlier in the summer, making them an excellent candidate for integration. In conjunction with this, a committee of faculty societies and the MSU, with help from the AVP University Affairs is being created to develop a campus orientation based event to be run for students to better help them gain insight into the layout of campus and services available to them. The integration of Archway may be used to better facilitate this. Consultations have and will continue with FYC to see what struggles this cohort has faced and how to better avoid these for next year's first years.
Partners	Spark, Maroons, VP Administration, Clubs, Faculty Societies, AVP University Affairs, WWAC

Objective 18	*Educational Support*
Description	Another area in our return to campus that will need attention is all those issues that center around education. These include the current lack of in person professional relationship building with professors and the lack of lab/tutorial/program equivalent experiences amongst many programs. I have been and will continue to advocate for the development of systems to better connect students and their staff and for experiential learning.
Benefits	- Better develop professional relationships between students and staff - Ensure students are prepared for the workforce in their respective field
Difficulties	- Timelines are condensed to see change - Gaps may vary wildly based on regional high school experience for the class of 2025
Long-term implications	- Improved systems for connecting staff and student - Recognition of the significance of experiential learning in its absence
How?	In an aim to rectify this, we will be promoting and focusing on improving staff student nights to better acquaint students with professionals in their field of study. In terms of the lack of in person experience, we will advocate to the university for mock lab/tutorial/program equivalents to be run to aid in this transition. As well, we will aim to create targeted educational supports for the class of 2025 based on consultations with Faculties to get a better idea of the gaps in knowledge that come from the online high school educational experience. One platform some existing supports will be revamped through is Archway. Through consultations we have found students would like to see improved engagement on this platform
Partners	Vice-Provost Faculty, Dean of students, AVP University Affairs, VP Education, Archway Coordinator

Objective 19	*MSU Engagement - CAC*

Description	MSU engagement has lacked in recent years, and coming off a pandemic some may say it is at an all time low. The main ways with which the MSU interacts with students are services and clubs, with the latter having less than stellar support from an administrative/monitoring perspective. That is why we need to better utilise Clubs Advisory Council to regularly check in with clubs to help them follow policy and bylaws and find ways to better support them. CAC should have a very active role meeting regularly to achieve this.
Benefits	- More communication of clubs - Proactive work can be done with clubs acting outside of policy. - Better support surrounding financials
Difficulties	- Structural changes to CAC may be needed - A lot of peoplepower to regularly meet and achieve this
Long-term implications	- Clubs will be able to better develop in future with stronger support of the MSU
How?	I will be working with the new clubs advisory council to ensure clubs students enjoy are not negatively affected by the new bylaws, and focusing on how to better those bylaws in the coming year. This will aim to strike a balance where clubs are better supported with the internal funding system, but ensuring clubs provide positive experiences for students and the McMaster community
Partners	Clubs administrator, Clubs assistant

Objective 20	*MSU Engagement – Online Engagement*
Description	The MSU has had success with online engagement in past on social media's but has not had a central hub aside from the website. The website itself has recently been revamped but still is not a top search on search engines and is missing certain functionality from the old website. The idea moving forward would be to create an AvenuetoLearn tab for the MSU that all students could access large ticket news from the MSU. This would not have all the information about the

	MSU available, but rather a high level overview of the types of clubs, services, and our largest events.
Benefits	- Significantly better connection with students - Raise engagement on large events, referendums, and General Assembly
Difficulties	- Gaining access to an A2L tab
Long-term implications	- This would streamline the information sharing for the MSU significantly - If it works, this could be carried over to any main platform used by the university
How?	The integration of an MSU Tab on Avenue to Learn would aid in the removal of the reliance on general and social media platforms, in addition to word of mouth to inform students on what was happening within their student government and community. The focus would be on larger events and the pin option would still remain for those that do not want these updates. In addition information on different parts of the MSU, links, and discussion forums could be run to better gain student insight into issues, concerns and questions. The MSU website has recently been revamped, but many broken links still exist. These are an issue surrounding high google traffic in the past, and targeted removal of specific high traffic pages will be done to help alleviate this issue.
Partners	Network Administrator, MacPherson Institute, Communications

Objective 21	*Internal Support*
Description	Support amongst and for the Executive Board and the Student Representative Assembly would go a long way to eliminate inefficiencies in our student government. That is why this year the board aims to regularly engage with the SRA to keep them well informed and to aid them in their roles. As well stronger communication with Faculty societies will reduce the duplicated effort on campus.
Benefits	- Better implemented SRA year plans means better student experiences whether they be service related, advocacy related or other.

	- Working with faculty societies eliminates redundancies and resource waste
Difficulties	- SRA engagement and planning varies wildly individual to individual
Long-term implications	- Better work between the Board of Directors and the SRA this year will hopefully carry over and continue to develop
How?	The aim is to implement frequent rotating meetings between EB members and different SRA faculties to increase communication. The board has been trying to better support SRA members in their year plans, creating a more consistent line of communication and holding office hours. We have aimed to help create more attainable year plans for SRA members, as completion tends to be low. Specifically, encouraging a less is more policy, with focus on more succinct platform points. Another line of communication that has been focused upon is between different Faculty Societies and SRA to get a wider sense of scope on student issues and projects.
Partners	SRA, Board of Directors

Objective 22	*Financial Viability*
Description	The MSU has incurred deficits for years, and it is important that we continue the work of this year's Board to ensure financial viability for the MSU. The organizational audit provides a clear indication that currently the MSU's expenses far exceed our revenue generation, which is not sustainable. A main focus will be to push for more external revenue generation through our business units such as The Underground. We should also ensure we are not duplicating efforts with the University, or being redundant in our own efforts and offerings. The other main focus will be working closely with the VP Finance as well as department and service managers on continuing to improve our resource management and allocation. This will aid in ensuring we are continuing to effectively support all of our departments and services moving forward.

Benefits	- Increased value of services - Maximizing profits while minimizing cost
Difficulties	- Coming out of a pandemic many services have yet to restart or are functioning at partial capacity
Long-term implications	- The aim is to set us on a long-term upwards trend even if it is not achieved within the year
How?	There have been several recommendations made in the external audit the Board of Directors has made great efforts to follow and will continue to do so. The board has hired staff internally to avoid paying high fees to external vendors for services we could provide in house at a lower cost. As well we have focused on more generalized infrastructure such as improved HR support to better our services ability to deliver. This in turn increases the value of services.
Partners	Board of Directors, General Manager

Master Summary

(calendar and checklist)

May	• Fill VP Education role • Initial meetings with university stakeholders • Develop understanding of projects carried over • Run for UCRU Chair • Set summer and fall standing meetings • Reach out to staff to gain better knowledge of organizational roles
June	• Advocate for clearer communication with students regarding the fall • Strategize and year plans for new board • Meet regularly with SRA at office hours • Presidents council and future dates
July	• Set Federal Priorities • Make decisions regarding the return to campus • Hire a Director of HR • Hire Senior IT

	• Hire underground graphic designer • Planning for fall services • Planning for class of 2024 supports • Media Ad-Hoc Committee to determine goals for The Sil and CFMU • MHTF recommendations • MS office 365 transition for clubs
August	• Meet with McPherson regarding A2L • Return to campus operations planning • Housing survey completed • Welcome week planning • Get International student advisory council off the ground • Continue conversations related to campus Accessibility Plan • Ombuds advisory council meeting • HSR discussions with GSA •
September	• BDS Statement • Possible get out the vote campaign • Director of SVPRO hiring • CAC goal development • FYF planning and development
October	• .Advocate for communication regarding the winter term • Possible UCRU Lobby week • Develop methods of assessment recommendation from student and staff panel
November	• Make decisions regarding the winter term and in-person services • Event planning for winter
December	• Plan President's Council Meetings for second term • Hamilton Budget completed by city council

January	• .Alternate UCRU Lobby Week
February	• Begin transitional meetings with incoming president
March	• Finish up outstanding projects
April	• Transition for 2021-2022 Executive team • Follow up with long term planning • Transition on-going projects with university stakeholders and incoming president