

STRATEGIC PLAN

2025-2028



RVCS
UNIVERSITY



VISION

To be a **dynamic** and **inclusive** Students' Union that champions student **advocacy**, fosters **community**, and enhances the student **experience** for a **diverse** and growing RVC population.

MISSION

To **empower** RVC students to thrive academically, socially, and professionally by providing exceptional **support**, fostering **belonging**, and **advocating** for their needs while promoting **sustainable** and **inclusive** practices.

CORE PRINCIPLES

1

INCLUSIVITY:

Ensure all students feel represented and supported, regardless of background or academic focus.



TRANSPARENCY:

Build trust with our members, regulators and key stakeholders through clear communication and accountability.

2



3

STUDENT-CENTRED ADVOCACY:

Place the student voice at the heart of all decisions and initiatives.



SUSTAINABILITY:

Prioritise environmentally responsible practices in all operations.

4



5

COLLABORATION:

Strengthen partnerships within the RVC community and beyond.



STRATEGIC PILLARS AND OBJECTIVES



1 STRENGTHENED GOVERNANCE AND LEADERSHIP



OBJECTIVE :

Transform governance structures to ensure efficiency, accountability, and responsiveness to student needs.

KEY ACTIONS:

- Reconfigure the Trustee Board by reducing student trustees from 11 to 5 while maintaining majority student representation.
- Introduce an External Chair and a University representative to improve strategic alignment and provide oversight.
- Increase external trustees to three, adding expertise and continuity to the governance structure.

KEY PERFORMANCE INDICATORS (KPIs):

- Trustee Board meetings achieve a quorum 100% of the time.
- Minimum of 80% of Board decisions aligned with student feedback.
- Annual governance review completed and publicly reported.

OUTCOME:

- Streamlined decision-making processes, enhanced governance, and better alignment with institutional goals.

2

ENHANCED ADVOCACY AND REPRESENTATION



OBJECTIVE :

Shift administrative responsibilities from student leaders to permanent staff, freeing them to advocate effectively.

KEY ACTIONS:

- Shift administrative responsibilities from student leaders to permanent staff, freeing them to advocate effectively.
- Establish dedicated advocacy teams for biosciences, vet nursing, and international students to ensure equitable representation.
- Introduce course-specific forums to improve direct communication and advocacy tailored to each discipline's unique needs.
- Strengthen feedback mechanisms, such as surveys and forums, to ensure student voices are heard and acted upon.

KEY PERFORMANCE INDICATORS (KPIs):

- Minimum of five advocacy initiatives launched annually based on student feedback.
- A year-on-year increase in students reporting that the SU effectively represents their academic concerns and raises them with the institution reaching at least 80% by 2028.
- Engagements per term with student voice activities increase by 15% year-on-year.

OUTCOME:

- Increased visibility and effectiveness of student leaders, fostering trust and engagement among the student body.

3 IMPROVED STUDENT EXPERIENCE AND SERVICE DELIVERY



OBJECTIVE :

Provide seamless, high-quality services tailored to the diverse needs of the student population.

KEY ACTIONS:

- Transition critical roles from student staff to permanent employees to ensure continuity and high standards of service.
- Outsource financial accounting to unlock staff capacity for improving student-facing services.
- Enhance communication channels, including email updates, newsletters, and campus-based physical advertisements (e.g., pop-up tables and flyers) to reach more students.
- Improve accessibility to SU officers, including a 24/7 digital feedback form to streamline student queries and ensure timely responses.
- Expand support for early-year students through dedicated welcome events and ongoing engagement initiatives.

KEY PERFORMANCE INDICATORS (KPIs):

- At least 75% student satisfaction in Student Life Pulse Survey regarding service satisfaction.
- Student engagement with SU-provided support services increases by 20% by 2028.
- 24/7 digital feedback form receives a personal response within 3 working days, 95% of the time.

OUTCOME:

- Consistent service delivery, reduced operational risks, and improved student satisfaction.

4

COMMUNITY BUILDING AND INCLUSIVITY



OBJECTIVE :

Foster a sense of belonging through inclusive and diverse initiatives.

KEY ACTIONS:

- > Develop and promote alcohol-free events and activities to cater to a broader range of preferences and cultural backgrounds.
- > Diversify services and events to address feedback from the Student Life Pulse Survey, including more activities for postgraduates and non-sports societies.
- > Create dedicated spaces and opportunities for underrepresented groups, ensuring inclusivity in all Union activities.
- > Establish a mentorship program for international students, connecting them with peers to navigate cultural and practical challenges.
- > Organise campus tours and city orientation events to help students (particularly international and first-year students) familiarise themselves with RVC's locations and resources.
- > Introduce holiday events for students staying on campus during academic breaks.

KEY PERFORMANCE INDICATORS (KPIs):

- > Minimum of 3 social, cultural, educational, or recreational (SCER) events run per term.
- > Increase international student satisfaction scores by 15% by 2028.
- > 10% increase in the total number of events and in attendance at alcohol-free events each year.

OUTCOME:

- > A more inclusive and engaged student community where all feel valued and supported.

5

FINANCIAL SUSTAINABILITY AND OPERATIONAL EFFICIENCY



OBJECTIVE :

Secure long-term financial health and maximise our resources.

KEY ACTIONS:

- Diversify revenue streams through new initiatives e.g. an approved landlord scheme, enhanced SU merchandise, and external advertising opportunities.
- Conduct a strategic review of space utilisation to maximise functionality without major capital investments.
- Implement data-driven decision-making to prioritise high-impact services and identify cost-saving opportunities.

KEY PERFORMANCE INDICATORS (KPIs):

- At least 80% of student groups hold one self-fundraising event annually.
- Increase non-block grant income by 20% by 2028.
- Secure a university commitment to a rental agreement that protects the SU's main office until at least 2030.

OUTCOME:

- A financially sustainable Union that reinvests savings into student-focused initiatives and services.

6

SUSTAINABILITY AND INNOVATION



OBJECTIVE :

Embed sustainable practices across all operations and services.

KEY ACTIONS:

- Retrofit existing spaces with energy-efficient solutions and prioritise sustainability in new projects.
- Promote initiatives that encourage sustainable behaviours among students, such as waste reduction campaigns and eco-friendly events.
- Partner with RVC to integrate sustainability into campus-wide operations and policies.

KEY PERFORMANCE INDICATORS (KPIs):

- Reduce SU's environmental impact by implementing at least three measurable sustainability initiatives per year.
- Increase sustainability-themed student engagement by 25%.
- By 2028 ensure 100% of Union-sponsored events include sustainable practices.

OUTCOME:

- A leading example of sustainable practices within student unions, contributing to a greener future.



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