



Northeastern
University
London
Students' Union

Strategy

July 2023 - June 2026

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Mission Statement

The NUSU London exists to provide community and advocacy for all students on campus.

What are the SU Values?

Guides students to opportunities and decisions.

Representative and **inclusive** of all students in decisions and to all levels of University leadership.

Transparent and **student-led** decision-making and actions.

Supports students academically, socially and pastorally.

Respectful of all students and University staff.

Creates **community** on and off campus.

Consistent provision of support and activity for students.

Advocates for all students at all levels of decision-making.

Aim, Methodology and Scope

This strategy has been developed by the SU Strategy and Restructuring Committee, chaired by the 2022 SU President, together with the 2023 President, Treasurer, and the Head of Student Life. The aim of the strategy is to build on the SU development that has been ongoing since 2021, giving formal direction to future SUs.

The goals in the strategy are the result of interviews of other SU leadership, consultation with NUS Charity, desk research and student focus groups conducted in 2022 and 2023.

The goals are high-level with actionable points split into necessary and suggested actions. The elected SU in any given year should use the goals to set their aims for the year, and can set their own actions based on the current feel of the student body. There are some necessary actions listed as these are currently already in motion, being discussed or necessary for the goal to be reached. The suggested actions are indicative / thoughts only, and should be built upon by the current SU to reach the goal. The KPIs should be met, as this will ensure the SU reaches the goals by June 2026, at the changeover of the Union.

There are 3 key objectives, and goals are set under these objectives. The objectives are split into student advocacy, administrative and student life.

Key Objectives

1. **Drive positive change to develop student advocacy capacity.**
2. **Create a consistent and fair environment between the SU, University and students.**
3. **Provide strong and representative student life experiences.**

What success looks like by 2026:

Consistent and effective representation of student DEI matters through advocacy, events and inclusive action.

Effective advocacy for welfare concerns and signpost students to support them correctly.

Being the place students come to for academic representation and guidance.

Advocacy for innovative learning and social spaces for students and the SU. Ensuring the campus represents the reasonable wants and needs of students.

All students understand what the SU does. All students feel able to approach and trust the SU.

Mutual respect between the SU, the University and students.

Decreased administrative workload of elected officers.

Retention of officers for the entire term of office.

Increased solvency of the SU that adequately provides student life, supports stipends to officers and supports student representation.

Support for student transitions within the Northeastern Global Network.

Creation of student-led groups that gives all students a sense of belonging at the University and facilitates a strong community.

Host of high quality, consistent events that are integral to the student experience.

Growth of the variety of sports on offer with good engagement. A dedicated sports facility partnership.

Provides spaces for students to donate to important causes.

Signposting (or provide / lead) volunteering locally. Contributing to the local community.

Liaison with the University on what students want for career advice and the provision of the careers service.

Relationships built between the SU and alumni.

1. Drive positive change to develop student advocacy capacity

Sub-objectives:

- 1(a). DEI
- 1(b). Welfare
- 1(c). Academic representation
- 1(d). Facilities
- 1(e). Student awareness of SU

1(a). DEI

Goal: To consistently and effectively represent student DEI matters through advocacy, events and inclusive action.

Explanation: Work with the University DEI committee to provide information and events surrounding the DEI field. Collect student voice about DEI to make the SU and University offering more inclusive and representative. Advocate for students when matters arise.

Necessary actions to reach the goal:

- 1. Knowledge sharing with the DEI Committee at NU London.
- 2. Collecting and acting on student voice (Student Pulse).
- 3. Representatives elected to feed into the SU committee (July 2024).

Suggested actions to reach the goal:

- 1. Cross-network communication that is effective, clear and strong.
 - a. This creates shared messaging across the network. However, take care to give messaging relevant to location (ie some US DEI may not be relevant to UK DEI).
- 2. Promoting DEI training to all SU staff and students.
 - a. This would be mandatory training provided through AdvanceHE.
- 3. Work with Student Life and DEI representatives to agree events calendar and how to grow and promote events

4. All Union Officer's to complete formal DEI training in their handover period, prior to taking their position.
5. Knowledge sharing across the Northeastern network.

KPIs:

1. Student voice demonstrating students feel increasingly included and represented.
2. Representatives elected and feeding into the SU committee.
3. All students have completed DEI training.
 - a. There was a course in 2022 but no mechanism to check completion so this could become a mandatory part of the system.

1(b). Welfare

Goal: To effectively advocate for welfare concerns and signpost students to support them correctly.

Explanation: Student feedback around welfare should be fed back and acted on by SSD. The SU should accurately signpost students to welfare-supporting mechanisms.

Necessary actions to reach the goal:

1. Consistent student voice (Student Pulse) to monitor feedback on welfare provision.
2. Welfare (e.g. Mental Health First Aider) training to SU Campus Officer and select others to enable students to signpost other students to the correct resources.
3. PREVENT training for all SU committee

Suggested actions to reach the goal:

1. Mental Health First Aider training for the SU committee.
2. Specific welfare days are incorporated into the Union calendar, including University Mental Health Day, Sexual Awareness Campaigns, and others.
3. Absorbing / considering NUS welfare best practice
4. Promoting pastoral information - housing, tips, finances
5. Build a strong relationship with the NU London welfare team; properly delineate our role with theirs - know when issues can be resolved through the SU and when signposting is necessary.

KPIs:

1. Feedback about welfare provision consistently improves (student pulse).
2. Staying, at a minimum, level with other universities regarding welfare provision, and exceeding where possible.
3. SU have consistent training to ensure they can adequately signpost welfare.

1(c). Academic Representation

Goal: To be the place students come to for academic representation and guidance.

Explanation: Currently the academic representation arm of the SU is lacking. There is little done to support students in academic concerns and this part of the SU offering should be grown as student numbers and courses increase.

Necessary actions to reach the goal:

1. Removing stipulation that Rep Officer is a Student Rep.
2. Regular collection and analysis of student feedback around academic representation (Student Pulse).
3. Closer collaboration with Student Reps to understand themes and trends in academic problems - requires properly informing Reps of the role of Academic Rep officer, when and how they can help.
4. Closer collaboration with Quality Assurance and Associate Dean of Teaching and Learning to understand themes and trends in academics.

Suggested actions to reach the goal:

1. Raising consistency issues between degrees / courses / year groups
2. More efficient processes to escalate student concerns through Union.
3. To ensure access to academic representation is equal across different student groups, e.g. NU London undergraduates, PhDs, Global Scholars

KPIs:

1. Students feedback shows they feel increasingly supported academically (Student Pulse).
2. Feedback to show students understand the potential influence the SU has.
3. Consistently improving academic experience across degrees.
4. Consulting on action plan with Quality Assurance following NSS results.

1(d). Facilities

Goal: To advocate for innovative learning and social spaces for students and the SU. To ensure the campus represents the reasonable wants and needs of students.

Explanation: As the University expands into new facilities and welcomes new students, the SU should advocate for innovative facilities for both learning and socialising. This includes a sports facility partnership, SU desks / space in the office and meeting space. Alongside this, the SU should also ensure that student feedback is acted on, such as adding a cafe and dining area.

Necessary actions to reach the goal:

1. Sports facility partnership
2. SU desk space so the SU is seen as more professional and students know where to find us.

Suggested actions to reach the goal:

1. Investigate the provision of a Union-run cafe.
 - a. Combat cost of living issues, provide less expensive eating options to students. (Cost of Living research)
 - b. Allow students to work part-time in the cafe.
 - c. Potential to create an important income stream to the Union.
2. Sports Centre partnership to provide affordable and accessible sports for all students - both through pushing for bulk discount on bookings and making sure the cost passed onto students isn't prohibitive to participation.
 - a. Work with the University to discount sports club fees for those who meet their financial support criteria.
3. Development of affordable, on campus food and beverage options.
4. SU builds relationships with nearby businesses (especially SKD) to run occasional off-campus events with special discounts.
5. Facilitate student consultation with the University to allow student involvement in the evolution of Devon house and new buildings. (What would they like to see, do they see any shortcomings or new implementations that have worked well and would like to see more of).

KPIs:

1. Work alongside the university to secure consistent, weekly sports facilities across the years.
2. To steadily increase the number of sports opportunities offered through the Union, and externally.
3. Students show that they feel more supported with food and drink costs in Central London through feedback (student pulse).
4. Development and continuation of Union visibility to students and staff.

1(e). Student awareness of Student Union

Goal: For all students to understand what the SU does. For all students to feel able to approach and trust the SU.

Explanation: Ensuring students know what to go to the SU for support is key in the SU's existence. If students are unaware of how they can utilise the SU then the SU cannot provide student advocacy or improve their offering.

Necessary actions to reach the goal:

1. Be our own ambassadors. The Media Officer updates the student body on our events and academic representation.
2. Operate on a wide range of platforms, such as Instagram, in-person communication, and dynamic imaging through-out the building, to reach all students.
3. Increase visibility on campus, especially to visiting students from across the Northeastern Global Network.

Suggested actions to reach the goal:

1. Host session in Welcome Month to inform all new students who the SU is, what they do and how they can benefit from the SU.
2. To continue to build social media representation, namely Instagram and TikTok.
3. Explore further ideas on visibility, such as tracking utility of the newsletter, or writing new media strategies.
4. Host session in Welcome Back Week to remind continuing students about the SU, and to introduce the SU to the new students from across the Northeastern Global Network.
5. To increase visibility and impact with postgraduate, PhD, and Edge students.

KPIs:

1. Feedback via Student Pulse shows greater understanding of SU activity.
2. Data shows more uptake in SU services.
3. Student feedback in the Welcome Month survey.

2. Create a consistent and fair environment between the SU, the University and students

Sub-objectives:

- 2(a). Improve relationships to University departments
- 2(b). Decrease admin volume
- 2(c). Greater retention of officers
- 2(d). Increase solvency
- 2(e). Transitions within the Northeastern Global Network

2(a). Improve relationship to University departments

Goal: Mutual respect between the SU, the University and students.

Explanation: Currently, the relationship between the SU and the University is a mix of formal and informal meetings and personal relationships. It takes time between each Union to build relationships up which is inefficient in enabling the SU to function effectively. Formal documentation of working relationships between officers and staff, alongside pre-agreed meetings will reduce lost time at the beginning of each Union.

Moreover, student perceptions and confidence in the SU is of equal importance for the success of each union. This will be discussed more under objective three, but is relevant here as a more consistently efficient SU will improve student perceptions of our work.

Necessary Actions to reach the goal:

1. A Memorandum of Understanding between the University and SU. This should be agreed by the SU President, University CEO and Academic Dean for each SU term of office.
 - a. This has been suggested by NUS, GuildHE and multiple other SU's (Worcester, ULaw, Kingston).
 - b. It will make explicitly clear what is SU responsibility and what is University responsibility.
 - c. It will formalise the relationship between both sides to ensure more efficiency and reconfirm budgets and requirements each year.

2. Internal SU policy to detail the scope and expectations of each SU officer role. These policies will also agree the relationship with University staff and build working relationships between the SU officers and their counterparts in the University
 - a. This has also been suggested through research with SU's listed above.
 - b. It will streamline SU processes; currently a lot of time is spent by SU management to personally build relationships with and for officers.
3. SU Report at the end of each term of office detailing Union work to be circulated to all staff and students.
4. Seek Unincorporated Organisation legal structure.

Suggested Actions to reach the goal:

1. During training sessions, relevant staff members should be present to ensure that all Union Officers know the staff they will be working with directly.
2. Semesterly and yearly reports from Officers to be circulated around staff and students to display the work the Union is completing. This will help staff understand the work the Union does and help to remove misunderstandings between staff and specific Officers.

KPIs:

1. YoY upholding of MoU → this KPI can be measured at the change of each SU office, conducting a review of the MoU and the past years actions, and then changing accordingly before re-agreement.
2. Clear, demonstrable change to relationship with each University department
 - a. The officers should be able to detail how they are working with their counterparts to build on student life and/or student advocacy
3. Structured Union job descriptions and policy documents allowing roles to have their specific yearly goals, but also allowing scope to dynamically expand the roles should the Officer and Union deem necessary.

2(b). Decrease Student Union Officers admin volume

Goal: To decrease the administrative workload of elected officers.

Explanation: A large barrier to development is the volume of administrative work that has to be done by the elected officers. NUS Charity describes how in the majority of Higher Education SU's there are permanent staff who complete the 'background' and technical work. They describe how this is a permanent, paid member of staff that works alongside the Union. For example, the Courtauld Institute in London has a population of around 570 students. There are multiple staff members, including a general manager and a sabbatical President. In the current set-up of NUSU London, this is equivalent to the Treasurer and Secretary positions, along with smaller tasks currently held by the President. This would include things such as booking meeting rooms, curating reports and organising 1-1s. By having a permanent staff member, the bookkeeping would be accurate, and the President would have more dedicated time to focus on student voice. It would also reduce the impact on the University Finance team who currently spend time supporting the Treasurer.

Necessary actions to reach the goal:

1. Administrative staff member

- a. Managed by the Head of Student Life in close collaboration with the SU President.
- b. They would take the responsibility of Treasurer and Secretary which are admin-heavy positions. This would exclude decision-making responsibilities on the part of the current Treasurer and Secretary, e.g. budgetary decisions. They would also take on some of the administrative tasks of the President as outlined above.
- c. Initially, part-time, moving to full-time by June 2026.
- d. Position to begin on 1 July 2023.

2. Streamlined actions

- a. A recurring events calendar, agreed with student life, will not only reduce the administrative volume of the Events Officer but ensure consistent, replicable student events YoY. This better allows SU events, society and sport activity to be integrated into the University's calendar.
- b. Document templates - emails, forms, finances, etc. to make repetitive processes more efficient and professional.

Suggested actions to reach the goal:

1. Assessing performance of Officers in conjunction with their workload in the Union.
 - a. This would help to understand if the set up of NUSU London is correct.
2. Continue to work with similar SU's to share information on growth and performance.
3. The President to work directly with the administrative staff member to allow a constant stream of communication between the two
4. Clear and succinct policy documents and constitution allow Union Officers to understand their role in the Union, and the role the Union has in the community and wider community
 - a. This would also allow the Union to work more streamlined and less bureaucratically, understanding exactly the way it should work
5. Understanding policy documents and the constitution could become part of the formal training process at the beginning of Officers' terms.

KPIs:

1. Having a seamless transition between Unions, allowing elected officers to start their positions and have effect immediately.
2. Highly accurate bookkeeping YoY.
3. Event calendar that amalgamates cross-University student life is used YoY.
4. Views of the SU change to viewing as more professional and efficient. This data should be tracked consistently and effectively. For instance, by purchasing the Student Pulse system.

2(c). Greater retention of officers

Goal: To retain officers for the entire term of office.

(Organisation chart in additional documents)

Explanation: Currently, the SU struggles with retaining officers for the full period of elected office. Reasons given for resignations are usually that the role is voluntary; many students have to work so they need to have paid part-time positions; and that the role changed during their time in office. In 2022, a training programme was put in place before officers began their terms so that they could have a full understanding of the role before beginning. Having voluntary officers is highly unusual for an SU, both small and larger organisations, especially given the high workload of our officers. For example, Regents University Student Union has a full time sabbatical President paid a monthly salary as university staff and 14 other officers. These 14 Officers receive termly compensation, with the 2 Vice Presidents receiving a higher level of compensation compared to the other 12. The 3-year goal is to continue with the 2023/24 Union model (President and 7 Officers) progressing with the Union Administrator to become full time. Union payments would go up, at minimum, with inflation.

To monitor the performance of Officers, the payment structure would operate on an opt in basis. If an Officer opts in to payment, at the end of each semester, they would have to submit a report detailing the work they have done so far in their term. They would present how they are on track to achieve their targets and KPIs, along with displaying their plans for the next semester. If the President and Head of Student Life both agree they have achieved all of this, they will be paid in full. If the work presented is inadequate or less than the full expectation, they will be paid equal to the work completed or forfeit payment at that time. The officer will have the opportunity to argue for a higher % of the full payment if they feel they have completed adequate work. If the report is received late, or not received at all, payment will be forfeited.

With officers being paid directly by the university, there would be specific caveats added onto the contracts signed by the Officer and the university when opting into payment. It is key to begin supporting students with remuneration in order to support Widening Participation goals. Currently, Union election is only available to students in a position to not have paid employment.

The suggested Organisation Chart is in the additional documents. The positions have been changed to this format for a few reasons. Currently there is lots of overlap between roles which makes it hard to understand which Officer should be doing what. It also means that multiple people need to be communicated with to get things done which is inefficient. In giving more responsibility to each officer, they become more accountable for the work that is being done by the Union. This accountability ensures that the people ensure they are hitting Union goals, making sure the vision is achieved.

Necessary actions to reach the goal:

1. From July 2023 (hourly and stipendiary pay total (TBD by end April 2023))
 - a. President
 - b. Community Officer (events, societies, sports)
 - c. Campus Officer (DEI, facilities, welfare)
 - d. Opportunities Officer (careers, volunteering, fundraising)
 - e. Academic Officer (student rep officer + some development of this role)
 - f. Media and Communications Officer
 - g. Postgraduate Officer
 - h. Global Network (GN) Officer (represent opportunities available across network)
 - i. Vice-President (a Union Officer will be elected by the Union to take this role as an addition to their elected role. Should no one run for VP, the Academic Officer would be the automatic backstop. They would be there to help the President with their duties should they be unable to fulfil them and share decision making responsibilities with the President.)

j. Officers will submit reports at the end of August, end of the first Semester, end of second Semester, and at the end of June. This would detail their work, showing proof of meeting kpi's. This will be reviewed by the President and Admin who will decide if the role has been fulfilled to a satisfactory extent, and therefore whether the stipend will be granted in full, or not at all.

2. Appointed representatives to volunteer beneath Officers from July 2024

a. Voluntary representatives for groups on campus (LGBTQ+, Women's, BIPOC et.c) would run for election.

b. Their role is to feedback information to the Union to understand sentiment at the time, gathering qualitative data on changes wanted by students.

3. Paid, sabbatical President from July 2025

a. Allows for increased growth of the Union

b. Shows recognition for key contribution the SU brings to student experience

c. Allows the President to work consistently for the Union and write the next 3 year strategy

Suggested actions to reach the goal:

1. Clarity of SU positions / work through marketing and transparency

2. Building on 2022 training programme to ensure prepared for roles

3. Semesterly reports on the Union's work and progress

KPIs:

1. YoY less resignations (esp. if reason is voluntary / need part-time work)

2. Officer Reports

3. SU Annual Report

2(d). Increase solvency

Goal: Increase solvency of the SU to adequately provide student life, support stipends to officers and support student representation.

Explanation: Currently the SU relies predominantly on the Block Grant given by the University for its operations. In research with other SU's and NUS it became clear that many SUs receive substantial income from other sources, such as their bars and merchandise. Please see Consultation on Development document with other Student Unions linked here. The SU should not be a profit-generating organisation, but with increased streams of income it could provide more towards the student experience.

Necessary actions to reach the goal:

1. Block grant
 - a. The annual budget will be determined by the President and Vice President once the block grant is received.
 - b. The block grant should continue to rise with inflation, and increase as the professional status of the SU does and in line with student numbers.
 - c. Discussion to take place at least every other month between Union President, Vice President and finance staff to provide an update and make sure spending is regulated to meet obligations
 - d. Initial budgetary conversation to happen in October, meetings all before March each year. Budget runs July-June.
2. Bar
 - a. Having regular, consistently-attended bar nights.
 - b. Minimum goal of 'break-even' while maintaining reasonable prices to students
3. Society membership
 - a. In 2022 the first society memberships were charged, and this should continue as it provides student groups with more budget. This would not serve to reduce further growth in Union funding to societies rather allow them to increase their expenditure further than would otherwise be possible; provide motive for growth and participation to society ExCo
 - b. Ensure student group budgets accurately reflect their historic spending and future ambitions.
4. Merchandise
 - a. Have a regular merchandise shop / consistent selling.
 - i. Online selling through the SU website.
 - ii. Base in the Campus Hub at key times in the year
 - iii. A wide variety of merchandise would be available to attract a wider market - e.g. teddy bears and pens rather than primarily clothing
5. Ticket sales
 - a. Generate income from ticket sales to externals, or through off-site events. E.g. £200 from Refreshers Bar Crawl in January 2023.
6. Sponsorships
 - a. Assign the responsibility to a Union officer of investigating fundraising opportunities, writing up a policy on fundraising communication and approvals; begin discourse with the university on this issue.

Suggested actions to reach the goal:

1. Build the ability to expand societies across the network.
 - a. Students would be able to create societies in London and move over to a network campus and continue to work as a student leader.
 - b. Likewise, students can be part of a "sister" society in the network and be part of that society in London.

KPIs:

1. Reports of Union work are curated to support increases in block grant proposals and show the continued effect of the Union.
2. Continue to allow more societies to be founded and push for increased appeal to network students
3. Have a variation of both internal and external events that appeal to all groups of students
4. Selling out merchandise before the end of the year.

2(e). Transitions within the Northeastern Global Network

Goal: To support student transitions within the Northeastern Global Network

Explanation: From academic year 2023/24, students from NU London will be able to travel to other Northeastern Campuses (Oakland and Boston), with students from these campuses coming to London. The Union will work to ensure that there is representation for these specific students in the Union, along with ensuring that there is an officer acting as a direct point of contact for issues relating to the Northeastern Global Network.

Necessary actions to reach the goal:

1. Introducing a Global Network Officer to the Union in order to support student transitions within the network.
2. Introducing sister organisations and Network groups that students can attend across the network and transfer between campuses.
3. Signposting students to academic advisors and support available from the University.

Suggested actions to reach the goal:

1. Global Network Officer communicating with Global Experience Manager to support students.
2. Aiding integration across the student bodies.
3. Media collaboration to ensure all students know about the opportunities available.
4. Conversations with Student Government in Oakland and Boston on ways to increase integration across the Network and to make transition easier
5. Cross-Network student leader training allowing for students to know how everything is run on each campus.

KPIs:

1. Increase in network groups and collaboration across student bodies.
- A feeling of closer connectedness between NU London students and Global Scholars.

3. Drive strong and representative student life experiences

Sub-objectives:

3(a). Student Groups

3(b). Events

3(c). Sports

3(d). Careers, Alumni, Volunteering and Fundraising

3(a). Student Groups

Goal: To create student-led groups giving all students a sense of belonging at the University and facilitating a strong community.

Explanation: Student groups are a strong point for the SU. They have begun to offer more consistent and engaging activities, and there are often new groups being founded. However, this could change with the election of new Executive Committees each April. Therefore, measures should be put in place to keep societies accountable for providing consistent student life, regardless of the current exco.

Necessary actions to reach the goal:

1. Membership fees
 - a. Need to be streamlined and collected consistently.
 - b. This makes societies more accountable to their own members.
2. Ensure societies are equipped with the knowledge and tools to make integral contributions to student life.
 - a. Provide training to societies at the start of each term of office for running events, staff to contact, how to understand their own constitutions etc.
 - b. Ensure forms and information on the union website is kept up to date
3. Rewrite society documents / policies
 - a. Potentially add in stipulations for number of events, regularity of events etc.
4. Investigate a new structure: Society/Club.
 - a. Club structure gives a space for small numbers of students to get together, with less of a reliance on union funding and smaller scale.
 - b. Societies are for larger groups, higher level of support from the SU and a greater budget. Also have greater responsibility to promote themselves to the student body.

Suggested actions to reach the goal:

1. Consistent and reliable presence
 - a. Have dedicated nights during the week where societies can hold their events and students can move between them.
 - b. Have dedicated time where student leaders can engage with relevant Union Officers to ask questions and get advice.
2. Assist Global Network students in identifying sister societies in London
3. Create Student led groups, focussed in London, that can be transferred across the Global Network
 - a. These would be led by Global Students under the assumption that they would be transferred to their next campus, with the opportunity for a 'domestic' student to carry it on in London.
4. Consciously creating spaces for all students on campus and actively widening participation to groups.

KPIs:

1. Minimum number of society events per semester.
 - a. Realistically 2 per semester, plus attendance at any fairs or society nights.
2. Measuring the success of societies to increase funding.
 - a. Societies bid/pitch for their budgets to show directly what they're going to do. Allows the union to:
 - i. Check the societies are doing what they say they will do.
 - ii. See what societies need help with.
 - b. By setting goals, you can more proactively assess performance.
 - c. Maintaining success of current student groups.
3. Increase in network groups and collaboration across student bodies.

3(b). Events

Goal: To host high quality, consistent events that are integral to the student experience.

Explanation: The SU should be the host of consistent student life events spaced out throughout the year. The aim by 2026 should be to have a solid grounding, to allow the Union's events to flow seamlessly month to month, in hand with faculty-led events. Currently, the SU has built its image over the last year to be the host of engaging and consistent-quality events.

Necessary actions to reach the goal:

1. Predetermined events calendar that repeats every year
 - a. Officers would determine the ‘how’ (e.g. Valentines could be an open-mic or party etc.) but the events calendar is the ‘when’ to ensure YoY consistency.
 - i. January: Re-Welcome Week (+ ball), Lunar New Year, Burns Night, Holocaust Memorial Day.
 - ii. February: LGBTQ History Month, Valentines.
 - iii. March: International Women’s Day, St Patrick's Day, Comic Relief, NULondon Cup.
 - iv. April: exam welfare events, Easter, Earth Day, end of year Ball.
 - v. May-August: summer (potentially events for summer school).
 - vi. September: Welcome Week (+ball), Suicide / MH week, European Day of Languages.
 - vii. October: Black History Month, Halloween.
 - viii. November: Bonfire Night, Thanksgiving, Remembrance Day / Poppy Appeal, Children in Need, Movember.
 - ix. December: Christmas jumper day, Christmas, end of semester.
2. Improving SU bar nights and exploring opportunities externally to give more variation in events.

Suggested actions to reach the goal:

1. Trips
 - a. Residential: domestic & international
 - b. Local trips (to help build communities)
 - c. Slowly increase with time. In the beginning it would be consistent with what we do now, and a small amount of money to be allocated to new ideas, such as in term theatre trips, London attractions and days out to other places in the country such as Brighton or Bath. This could then, with time, extend to longer residential trips both domestically and internationally.
2. Health and safety qualifications for bar staff.
3. Use feedback from Welcome Week and continued feedback after events to help improve and curate new ideas.
4. Consult with Student Life and Global Experience on ways to create events that cater for all students across programmes and years.

KPIs:

1. High quality
 - a. Will require a financial investment, high value, impactful, high engagement.
2. Following the events calendar YoY.

3(c). Sports

Goal: To grow the variety of sports offered with good engagement. To have a dedicated sports facility partnership.

Explanation: Currently the SU offers a small variety of sports and they are not consistently attended or have consistent membership payments. The end of strategy goal is to have a partnership at a sports facility, to more flexibly provide different sports and teams to students. The SU should also focus on improving engagement with sports and then look at increasing the number of teams.

Necessary actions to reach the goal:

1. Increase number of sports on offer
2. Increase engagement
 - a. Use student voice to engage different opinions / wants.
3. Sport facility
 - a. Initially a consistent booking with John Orwell Sports Centre.
 - b. Strengthening the relationship with the management team.

Suggested actions to reach the goal:

1. Greater range of competitive sports
 - a. Consult students on what they'd like to see.
 - b. Providing space in the budget for coaches.
 - c. Participate in BUCS sports games and competitions.
2. Weekly sports night
 - a. This could be internal and coupled with a bar night, or at a bar externally.
3. Subsidised fees by University outside of grant.
 - a. Cost of membership.
 - b. Cost of travel to play in competitions.
4. Training for sport teams to enable better performance and participation.

KPIs:

1. Keeping consistent attendance
 - a. Having enough attendees to have full teams.
2. At least two sports team to compete in a BUCs sports competition
3. Growing attendance year on year
4. Not allowing costs to students to grow above inflation

3(d). Careers, Alumni, Volunteering and Fundraising

Goal: To provide spaces for students to donate to important causes. To signpost (or provide / lead) on volunteering locally. Contribute to the local community. To liaise with the University on what students want for career advice and the provision of the careers service. To build relationships between the SU and alumni.

Explanation: Careers, Alumni Volunteering and Fundraising offerings should be focussed on firstly, what will support students best, and secondly, what will serve our local community well. These aspects of the SU have operated relatively well historically, and so the goal for 2(d). is to continue building on these strengths. Collaborating with the University to build relationships with Alumni will allow SU groups e.g. student groups to access the valuable resource Alumni are.

Necessary actions to reach the goal:

1. Collaborate with the University to collect student voice about careers service.
2. Signpost volunteering opportunities for students.
3. Increase number of events with a careers/alumni focus

Suggested actions to reach the goal:

1. Alumni networking / relationship-building events
2. Collaborating with University on career navigator events to detail the industries students are interested in.
3. To support a volunteering week, where there are opportunities for external centres to come into the university to present, along with opportunities for students to get a sense of what it is like to volunteer in the local community
4. Increase awareness of the Careers Team and the advice available
 - a. This includes advice sessions, workshops, practice interviews, etc.
5. To facilitate training for students to expand employability chances
 - a. For example, DEI training or financial simulations.

KPIs:

1. Increasing number of fundraisers
2. Contributing volunteer hours to the local community
3. Student Pulse to collect data