



As a provincial entity, the New Brunswick Student Alliance (NBSA) recognizes and respectfully acknowledges that it carries out its work on the traditional unceded territory of the Wolastoqiyik, Mi'kmaq and Peskotomuhkati peoples. This territory is covered by the "Treaties of Peace and Friendship" which these nations first signed with the British Crown in 1726. The treaties did not deal with the surrender of lands and resources, but in fact recognized Mi'kmaq and Wolastoqiyik titles and established the rules for what was to be an ongoing relationship between nations. We, the staff and members of the NBSA, pay respect to the elders, past and present, and descendants of this land.

We recognize that the NBSA is an organization rooted in colonial practices through our structure and we are committed to ensuring that our work is conducted through an equity, diversity and inclusion intersectional praxis to ensure that a safe place is created for all of our members while we navigate decolonizing our organization and the postsecondary education system through ongoing collaboration and consultation with students and community members.

This strategic plan applies from September 1, 2021 to August 31, 2024. It was approved by the New Brunswick Student Alliance (NBSA) Board of Directors on September 24, 2021.

As the largest student organization in New Brunswick representing over 12,000 university students, the NBSA has a responsibility to deliver strong, evidence-based, and student-driven advocacy for the improvement of the post-secondary education system.

The NBSA also has a responsibility to deliver through strategic planning. In the creation of this plan at the 2021 NBSA Strategic Planning and Policy & Planning conferences, the Board of Directors and the Executive Director reviewed the 2018-2021 NBSA Strategic Plan. The team formulated new pillar ideas that were derived through a reflection of the NBSA's past relative successes, and indicated areas for possible improvement and collaboration. In a similarly structured format to the previous strategic plan, the group was able to draft new goals, strategies and metrics for evaluation. A new mission and vision statement for the organization was formulated to encompass our policy and advocacy work more accurately and inclusively. After an initial draft has been made, the group reviewed the document, made revisions, and added contextual paragraphs prior to each pillar. Based on this, a final draft was created and approved by the 2021-2022 Board of Directors.

The strategic plan is consistent with the NBSA's mission and vision, which are as follows:



Mission

The New Brunswick Student Alliance will conduct effective advocacy informed by research and evidence-based policy, build relationships with decision-makers in order to advance the collective agenda of its members, collaborate with students and community groups to inform equity, diversity and inclusion through intersectional praxis, and provide opportunities for students to lead change through outreach and campaigns.

Vision

A post secondary education system in New Brunswick where any student can attain an accessible, affordable and high-quality education while enjoying an exceptional quality of life rooted in the principles of equity, diversity and inclusion through intersectional praxis.

A strategic plan is also consistent with the organization's key objectives, as identified:

- Improve and maintain sound financial management
- Provide a strong voice for students
- Foster positive and transparent relationships with stakeholders
- Enhance and communicate NBSA brand
- Develop comprehensive and evidence-based policy
- Foster Equity, Diversity and Inclusion

The pillars outlined in this strategic plan are in no order of significance, in that they are all equally a priority for our organization.

Pillar #1: Member Organization & Student Engagement

This aspect of the strategic plan encapsulates two different ways of interacting with students on campus. The NBSA wants to see increased active participation from students across its member campuses. The NBSA strives for increased visibility on campuses to encourage interaction and involvement of students. The NBSA respectfully acknowledges that students are busy and focused on schoolwork; they might not always know what external organisations they are associated with or the work that these organisations participate in. However, all students are members of the NBSA and other organisations, and it is the responsibility of these organisations to ensure that they are offering the most effective services for their members, while also ensuring broad acknowledgement and participation from these members. As we are external to daily student life and often operate off-campus, it is important to provide opportunities to engage with the NBSA on an ongoing basis. This process is circular, and implemented properly, it will encourage more participation from students.



It is thus advised that the NBSA conducts itself in a way that shares value-added materials with students. At the provincial level, we have been able to directly advocate and influence the development of great, high quality programs and initiatives that many of our students benefit from. It is important that we highlight the impact and success of our actions to students, as well as show the direct role we took in the development process. It is also our responsibility to show students that their student fees are being used effectively, in ways that directly benefit their academic experience and quality of life. Through communicating these successes, we will be able to offer a more complete perspective of the work done by the NBSA and improve accountability with students. We also have the opportunity to expand our audience and outreach by starting a necessary dialogue around the organisation. Part of this process means becoming less rigid in the way we communicate with our members, and thus making the information about what we do more accessible and digestible.

If students know about the NBSA, they will be more likely to engage and participate with us in various ways. Through this participation, we will continue to bolster our student-driven approach and reach a larger audience with our message. Active participation and engagement from our students also helps to express our value and worth as an organisation. This is worthwhile, as students may begin to encourage the growth of our organisation to reach an increased political capacity. Accordingly, for the benefit of our student members and the organisation as a whole, we must communicate with and encourage participation from our student bodies.

1. Increased engagement from broader student body

Strategy 1:

- ❖ Creating, updating and circulating value added material
 - Updating templates yearly with campus specific information
 - Promoting the NBSA on campus by circulating materials
 - Develop new and innovating tools for communicating with our student members
- ❖ Responsibility
 - Board of Directors

Strategy 2:

- ❖ Running campaigns that are student focused
 - Annually identifying, building, and executing a high-reward campaign that engages students individually on all campuses
- ❖ Responsibility
 - Board of Directors

Strategy 3:

- ❖ Increased partnerships with student groups
 - Consultations with active on-campus groups (Ex: international



- groups, ...)
- Support advocacy that concern a particular group and aligns with the mission & vision of the organization
- Hosting events on campus (Get To Know The NBSA)
- Connecting with clubs & societies that have close goals to those of the NBSA
- ❖ Responsibility
 - Board of Directors

2. Enhanced NBSA Branding

Strategy 1:

- ❖ Tailor of student brand for on campus engagement
 - Creating information that is more accessible, vibrant, and student oriented
- ❖ Responsibility
 - Executive Director
 - Board of Directors

3. Regular social media and media presence

Strategy 1:

- ❖ Expansion of online presence by adapting to up-and-coming platforms
 - Increased follower engagement on all platforms
 - Explore funding opportunities to sponsor important posts with intent to increase traffic on media (such as radio, newspapers, ...)
- ❖ Responsibility
 - Executive Director
 - Board of Directors

Strategy 2:

- ❖ Collaboration with member institutions
 - Member institutions to update social media regularly with NBSA content
 - Utilize social network to increase outreach
 - Engage the communications liaison(s) from each member institution
- ❖ Responsibility
 - Executive Director
 - Board of Directors

Strategy 3:

- ❖ Enhanced relationships with campus media
 - Reach out annually to set up a meeting with incoming editor-in-chief of campus news sources



- Ensure availability for comments on stories
- Encourage EIC to share contact information with their writers
- Coverage in campus media
- ❖ Responsibility
 - Executive Director

4. Increased engagement from member councils

Strategy 1:

- ❖ Frequent engagement with member councils
 - Engagement by Executive Director with Chair and/or Vice-Chair to ensure student face to our organization
 - Engagement at the beginning of the semesters
 - Feedback from member councils
 - Encourage participation with primary delegate and events
 - Option for council attendance at NBSA Annual General Meeting
- ❖ Responsibility
 - Executive Director
 - Chair
 - Vice Chair

Strategy 2:

- ❖ Membership update/newsletter
 - Promotion of newsletter that provides summaries of work being done by board of directors and asks for feedback through surveys
 - Provide students the opportunity to engage via email updates
- ❖ Responsibility
 - Executive Director
 - Chair
 - Vice Chair

5. Increased broader student engagement

Strategy 1:

- ❖ Involvement in the organization's advocacy and policy work
 - Sending out surveys to student
 - Encouraging student engagement in NBSA committees
- ❖ Responsibility
 - Executive Director
 - Board of Directors



Pillar #2: Internal Management

During the drafting of the expiring three year Strategic Plan, the NBSA was an organisation that had recently re-gained its professional foundation and was commencing the process of developing and implementing a strong organisational identity. Integral to this burgeoning identity has been a desire to foster both a consistent and clear internal governance model that also enables external growth and expansion. In the past three years, the NBSA has enacted the vast majority of the goals set out in 2018, including significant reviews of all operating, management and financial policies, a re-working of the Alliance's conference structure, an expansion and refining of the role of the Executive Director and Home Office staff, and an increase in the responsibility and fiduciary duties assigned to the Board of Directors. To that end, the Alliance has been able to develop a reputation for professionalism, quality and consistency that has placed the organization firmly as a leading voice and thought-leader when it comes to student-related issues in the province.

This progress, however, has not been without its detractors. In the next three years, the NBSA will strive to improve upon its existing successes, while also addressing a number of needs that have been highlighted by consecutive Boards of Directors and staff. Chief among these is a need for clarity and transparency in internal governance. While the NBSA has done an admirable job codifying much of its governance, these documents remain dense and difficult to parse for incoming Board Directors. As a result the adjudicating authority tends to rest solely with the Executive Director. Moving forward, the NBSA will ensure that these guiding documents are more thoroughly understood by the Board without sacrificing their operational integrity. Similarly, the Alliance will be taking measures to increase the involvement of its Board and other student leaders at member institutions in an effort to democratize decision-making and ensure clarity of purpose.

Beyond continued improvements in internal management and financial sustainability, the next three years will also feature a variety of new initiatives to empower and enfranchise Board Directors. This will include further involvement on external committees when possible, expanded professional development opportunities, and an increase in proscriptive roles within the Alliance. Additionally, the roles of the Executive branch of the Alliance will be clarified and expanded to better reflect the reality of the positions. All of this will be undertaken under the principle that in order to strengthen the student movement in the province, students must play a central leading role. For decades, the Alliance has taken purposeful and meaningful steps in improving the quality and consistency of the organization. The next three years will see those advanced solidified groundwork laid for further growth.

1. Sound and transparent financial management



Strategy 1:

- ❖ Annual review of all financial policies
 - Entirety of NBSA finances, including the operating budget, financial policies, and spending trends reviewed annually and presented at the Annual General Meeting
 - Ensure presentations on financial policies are comprehensive for all members of the NBSA
 - Development of 3-year predictions for NBSA budget
 - Conduct a review of all financial policies to ensure efficacy and relevance
- ❖ Responsibility
 - Home Office staff

Strategy 2

- ❖ Annual financial audit
 - Professional audit/review of the finances conducted no fewer than once every three years
 - Audit/review used to inform decisions relating to finances and financial policies
- ❖ Responsibility
 - Executive Director
 - External Auditor and/or Accountant

Strategy 3

- ❖ Increased student member engagement in budgeting development process
 - Following the approval of the Operating Budget, a full report will be uploaded to NBSA website and all relevant social media prior to Transition Conference
 - Directors will involve respective Vice Presidents responsible or financial management in discussions regarding NBSA budget development
 - Home Office will submit a proposed (or series of proposals) budgets no later than two weeks prior to Annual General Meeting
- ❖ Responsibility
 - Board of directors

2. Improved Internal Governance

Strategy 1:

- ❖ Annual review of all by-laws and policies
 - All NBSA By-Laws and internal policies shall be reviewed prior to



March 1st of each year and recommendations for changes shall be presented at the Annual General Meeting

- This review will be used to inform any and all changes made to the By-Laws and internal policies, with special attention given in ensuring that all policies reflect the reality of NBSA operations and procedure
- ❖ Responsibility
 - Home office staff/Chair
 - Board of Directors

Strategy 2:

- ❖ Comprehensive governance education for all incoming board of directors
 - The incoming Board shall be briefed extensively at Transition Conference on the internal management of the NBSA, including an overview of all existing By-Laws and policies, as well as an overview of Robert's Rules of Order
 - Board Directors will be expected to be well-versed in the daily operation of the NBSA and able to effectively and thoroughly communicate these operations to student members
- ❖ Responsibility
 - Home Office staff
 - Board of Directors

Strategy 3:

- ❖ Conduct annual survey of student members to assess priorities
 - Provide a survey to all student members yearly to determine areas of interest and/or need
 - Use survey information to assess student opinion on projects
 - Use survey to more tangibly interact with student members
- ❖ Responsibility
 - Chair
 - Vice Chair

Strategy 4:

- ❖ Consider growth to non NBSA member institutions
 - Initiate conversations with non-member institutions to assess desire for further partnership
- ❖ Responsibility
 - Executive

Strategy 5

- ❖ Continual improvement of NBSA conferences and functions
 - Distribute survey following each NBSA conference to receive



feedback from board members, as well as conduct larger review of all conferences at Annual General Meeting

- Use information gathered from feedback to improve conference offerings in the following year
 - The NBSA shall host at least one event per year outside of the regular conference schedule for all student members
- ❖ Responsibility
- Home office staff

3. Expanded Responsibility for Board of Directors

Strategy 1:

- ❖ Expanded responsibilities for Board Chair and Vice-Chair
 - Expand the role of Board Chair and Vice Chair to include more fiduciary duties and greater involvement in NBSA projects
 - Establish consistent and regular meetings between board members, the executive and/or home office beyond regular meetings
 - Out-going Chair and Vice-Chair to conduct a review of existing responsibilities and determine areas of general improvement annually
- ❖ Responsibility
 - Chair
 - Vice Chair

Strategy 2:

- ❖ Expanded responsibilities for Board Directors
 - Explore developing further titled roles within the Board of Directors, such as a “Director of Policy” and “Code of Conduct Officer”
 - Continued use of Board Directors on external committees when possible
 - Review policies regarding director responsibilities to ensure they properly reflect actual operations
- ❖ Responsibility
 - Board of Directors

Strategy 3:

- ❖ Offer professional development opportunities to Board of Directors
 - In-house professional development offered by Home Office Staff at least once per term
 - Guest speakers and/or professional development opportunities present at half of all conferences minimum
- ❖ Responsibility
 - Executive Director



Pillar #3: Policy & Research Development

When drafting the 2021-2024 three year strategic plan, the NBSA had various discussions surrounding the expansion of the organisation's policy and research base. Having recently re-gained its professional foundation, a growth in student-driven policy and research was identified as a priority by the board of directors.

In terms of the policy development goals outlined in the 2015-2018 Strategic Plan, the NBSA has made a notable amount of progress. Our Board members are being trained in policy development, new policy positions are being created, and the enactment of said policies is comprehensively being done by the Board. When it comes to NBSA policy moving forward, student-driven policy review and generation was identified as a top priority by the Board. Along with this, there was a desire to standardize the Alliance's policy development process, as well as expand our policy consultation to include increased collaboration with member unions, external entities, and student groups on our individual campuses. Beyond improvements to the overall policy development of the NBSA, there has been interest in expanding the larger-scale research and policy capacity of the Alliance. The Board Directors responsible for the creation of the 2018-2021 Strategic Plan wanted this research to be meaningful and reflect topics that were important to the NBSA membership.

Outside of policy, another valuable outcome of this research would be the promotion of the NBSA as a recognized source of valuable research within the sector. These publications would be unique in that they would be entirely student-driven and developed. As reflected within the fourth goal of this pillar, the circulation of a survey in the fall months would be sent with the intent to acquire information about topics that students are passionate about. This feedback would provide the NBSA with data that the Board of Directors and Home Office could use in enacting research, which could eventually result in the development of white papers or other forms of publications. The topic of the publication would be derived from student input, which could also result in increased student engagement with the NBSA.

In the past three year, the NBSA has put the utmost value on the student perspective when it comes to policy development. The next three years will hope to advance this perspective into further aspects of policy development, as well as research driven, student-oriented publications.

1. Evidence-Based, Encompassing and Relevant Policy Positions

Strategy 1:

- ❖ Annual review of all existing policy positions
 - Existing policies reviewed annually at Policy & Strategy (Pol&Strat) and Policy & Planning (Pol&Plan) NBSA conferences



- Policy positions updated as necessary to reflect new evidence and relevant student needs
- ❖ Responsibility
 - Home Office Staff
 - Board of Directors

Strategy 2

- ❖ Development of new policy positions
 - New relevant policy positions developed and considered at policy-related NBSA conferences at the discretion of issues deemed relevant by the Board
 - Ongoing media and literature scans
 - Ongoing consultation with students, groups, and stakeholders
- ❖ Responsibility
 - Executive Director
 - Board of Directors

2. Student-driven policy development

Strategy 1:

- ❖ Train board members in policy development
 - Establish formalized NBSA method of policy development (the PCR method) that is comprehensive and flexible in utilization for all board members
 - Board members trained annually in formalized NBSA policy development as part of transition
 - Option to expand policy training to the broader student memberships within the NBSA through the extension to executive teams and councils
 - Proposals for new policy work researched, executed and brought forward by board members
- ❖ Responsibility
 - Executive Director
 - Board of Directors

3. Greater information/institutional memory storage

Strategy 1:

- ❖ Establish an online information sharing platform
 - Explore and commit to the utilization of an easily accessible, online information sharing platform (google drive, dropbox, ...)
 - NBSA priorities (key policies and/or organizational policies) will be developed and stored within this platform
 - The inclusion of an area for contact/stakeholder management (CRM) within this platform



- Regular and ongoing use of the platform to ensure institutional policy and research memory
- ❖ Responsibility
 - Home Office staff

Strategy 2:

- ❖ Develop a NBSA navigation library for PSE specific information
 - Piloting a micro-site off the NBSA website with all relevant New Brunswick PSE information
- ❖ Responsibility
 - Home Office staff

4. Recognized source of publications

Strategy 1:

- ❖ Expand in-house publications to include white papers and policy papers
 - Student-driven publication topics selected by the membership via survey circulation during the fall months
 - Publications released annually in response to membership feedback topics (in addition to the Lobby Week document)
 - Strong media uptake in publications to increase NBSA's legitimacy
- ❖ Responsibility
 - Home office staff
 - Board of Directors

Pillar #4: Advocacy & Outreach

Throughout the drafting process of the three year Strategic Plan, the NBSA noted their significant strides with respect to advocacy and outreach over the past three years. Looking at the next three years, this Strategic Plan aims to further elaborate on this progress the organization has made in this regard, as well as possible areas for growth and development in this field.

Advocacy and outreach was identified as a priority by the 2021-2022 NBSA Board of Directors. The NBSA is very strong when it comes to advocacy; however, communicating this advocacy to students is often quite difficult. Forward-looking adaptations and expansions were made within this pillar, as reflected in the overarching goals. Through collaboration and further outreach with community, student, and interest-based groups, our hope is to foster new supportive partnerships within the sector.

In terms of expanding specific goals, increasing our uptake in Lobby Week year after year has been an advocacy area where the NBSA could develop. Engaging students in Lobby Week through their participation both directly (attending Lobby Week) and/or



indirectly (letter writing) could help students develop passion within NBSA advocacy efforts.

Developing even stronger partner networks with regional and provincial partners will be a crucial component in advancing more complex and demanding advocacy tasks moving forward. Advocacy on issues that are consistent across provinces can be very effective when efforts are cohesive, collaborative, and consistent across a range of jurisdictions.

Constantly seeking to expand opportunities to partner with community organizations will also be an important shift in the way we approach this pillar. Collaboration with New Brunswick-based community groups will help us strengthen our brand and will provide us with some valuable insight into the causes we are advocating for. This expansion further extends to government relations. In the past, the NBSA has been quite strong in this area, making good use of department specific narratives in advocacy work and holding regular meetings with government officials. This process of collaboration has been instrumental in the Alliance's work.

Finally, increasing the involvement of the Board of Directors and other student leaders at member institutions in these partnerships will help democratize decision-making and ensure that students are directly contributing to the advocacy efforts on the part of the New Brunswick Student Alliance.

1. Increased Uptake in Lobby Week

Strategy 1:

- ❖ Strategic event planning
 - Event planning in preparation to Lobby Week with consideration for unexpected schedule changes within the political climate
 - Increased uptake in Lobby Week year after year
- ❖ Responsibility
 - Executive Director

2. Strong Partner Networks

Strategy 1:

- ❖ Investigate new methods of collaboration with Maritime partners via campaigns, partnerships, ...
 - Regular and ongoing communication regarding shared priorities between the NBSA, University of Prince Edward Island Students' Union, and Students Nova Scotia
- ❖ Responsibility
 - Executive Director
 - Board of Directors

❖ Strategy 2:



- ❖ Investigate new methods of collaboration with other provincial partners
 - Regular and ongoing communication between the NBSA and provincial partners across the country
- ❖ Responsibility
 - Executive Director
 - Board Directors

Strategy 3:

- ❖ Investigate new methods of collaboration with potential community partners
 - Look further into possible collaboration opportunities with community organizations
 - If beneficial attend the meetings of various interest groups within individual university communities
 - Ensure intent of these collaborative meetings is to convey the overall mission of the NBSA, brainstorm and collaborate
- ❖ Responsibility
 - Home Office staff
 - Board of Directors

Strategy 4:

- ❖ Consider opportunities for new partnerships with internal and external groups
 - Opportunities for new partnerships with community, campus and specific interest related groups to be considered on rolling basis and at the Annual General Meeting
 - Review projects that required collaborations with partner groups/organizations
 - Follow up on all positive collaborations with partners to gage benefits of potential partnerships
 - Foster possible partnerships with community partners, and campus groups with specific related interests
- ❖ Responsibility
 - Home Office
 - Board of Directors

3. Positive Relationships with Government Stakeholders

Strategy 1

- ❖ Meet regularly with government stakeholders and develop professional working relationships
 - More communication with provincial government officials and an increased number of non-lobby week meetings with MLAs
 - Where possible, communicate with federal government officials



with the intent to convey current NBSA priorities

- ❖ Responsibility
 - Home Office
 - Board of Directors

Strategy 2:

- ❖ Develop and utilize department specific narrative in advocacy work
 - Research into shared priorities between the NBSA and local MLAs in order to lobby more effectively
 - Department specific narratives developed and updated as necessary
 - Narrative developed for each relevant department to post-secondary issues
 - Narratives applied in meetings and in communication with departmental heads and staff members
- ❖ Responsibility
 - Home Office

At the New Brunswick Student Alliance (NBSA), we are committed to working towards ensuring that all post secondary students in the province have access to an accessible, affordable, inclusive and high quality education. Through this 2021-2024 three year Strategic Planning, we are holding ourselves accountable to achieving established goals for the organization to allow us to work more effectively and effectively.

2021-2024 Strategic Plan

Approved and voted for unanimously by the 2021-2022 Board of Directors on _____