

CCSAI ANNUAL BOARD ACTION PLAN (2026-2027)



The Board Action Plan outlines the key student-led initiatives and priorities the Board of Directors will pursue during the 2025–2027 academic year.

Rooted in the association's 2025–2029 Strategic Plan, this action plan translates long-term vision into actionable goals that reflect the evolving needs, voices, and lived experiences of Centennial College students. Each initiative is designed with CCSAI's foundational values; Equity, Diversity and Inclusion (EDI), Indigenization, Responsible Governance, and Communication & Transparency, woven throughout.

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Initiative #1:

Building CCSAI's Advocacy Footprint

Strategic Pillar: Equitable Access to Education

Strategic Objective: Advocate for students' needs at the institutional, municipal, provincial, and federal level. (1.4)

Description: This objective focuses on ensuring CCSAI is able to directly lead to better outcomes for students via different advocacy methods. Whether it be campaigns, lobbying internal and external stakeholders, or strategic partnerships with various organizations.

Goal: Have a minimum of 3 student issues identified and advocated for, that aim to create meaningful outcomes for students to be completed by the end of the year. In full-filling this goal, the expectation is to have at least 10 advocacy initiatives completed; including but not limited to advocacy campaigns, lobby meetings, research papers, press releases, etc.

Office Responsible: Advocacy Office (President)

Why is this office leading this work?

Advocacy is the primary responsibility of the President's executive team and the delegated authority provided by the board of directors. Under its wing is the advocacy and research department which will ensure proper support is offered to create meaningful outcomes for students.

What Strategic Direction is the Board Providing?

Lead advocacy efforts that will ensure proper and equitable representation internally and externally.

Risks or Challenges to Consider:

An adversarial climate between the Provincial Government and the College may impede the realization of desired outcomes.

Strained institutional relationships may negatively impact the effectiveness of advocacy efforts.

Diminished student engagement may limit the ability to leverage mobilization and collective action strategies.

Expected Outcome/Impact: Issues identified will be targeted, while advocacy initiatives will be the catalyst for change and students will have a greater chance at success throughout their college experience and beyond.

Evaluation Metric (s):

5% participation rate in student facing advocacy initiatives.

60% satisfaction rate in student-facing initiatives.

Completed advocacy framework/strategy.

2 collaboration with external advocacy partners.

Initiative #2:

Skill Development Opportunities for All

Strategic Pillar: Skills Development

Strategic Objective: Provide opportunities for students to develop and/or present their skills, projects & talents to a broader audience. (2.3)

Description: To create inclusive, student-centered platforms that will develop and empower students to showcase their academic, creative, entrepreneurial, cultural, and professional talents through competitions, exhibitions, digital campaigns, symposiums, workshops, and experiential learning opportunities. This initiative aims to build student confidence, employability, leadership capacity, and campus engagement while celebrating the diversity of the Centennial student community.

Goal: CCSAI will organize and deliver at least 3 student-focused skill development initiatives per year that provide opportunities for students to showcase their talents, leadership, projects, and professional skills. Success will be measured through student participation, engagement, and achieving 60% or higher satisfaction through feedback.

Office Responsible: Operations Office (Executive Director)

Why is this office leading this work?

To ensure the initiative aligns with CCSAI policies and equitable access to all students, promotes mental health awareness, encourages student engagement, gathers student feedback regarding wellness needs. Coordinate logistics and collaboration with campus departments.

What Strategic Direction is the Board Providing?

Organize and implement inclusive and innovative co-curricular initiatives that celebrate student diversity, build confidence, and create opportunities for students to showcase their talents beyond the classroom.

Risks or Challenges to Consider:

- Low student awareness or engagement
- Budget limitations
- Cross-campus coordination challenges
- Event scheduling conflicts
- Maintaining inclusive representation across student groups

Expected Outcome/Impact:

- Increased student confidence and leadership development
- Greater campus engagement and belonging
- Enhanced employability and professional readiness
- More visibility for student talent and innovation
- Stronger student connection to CCSAI programming

Evaluation Metric (s):

- Number of events delivered (Target: 3 or more per year)
- Student participation numbers (Target: 500 students each event)
- Student satisfaction surveys (Target: 60%+)
- Social media engagement and campaign reach
- Number of student partnerships and collaborators
- Percentage growth in co-curricular participation

Initiative #3:

Health & Wellness Collaborations

Strategic Pillar: Holistic Wellness

Strategic Objective: Strengthen collaborations to promote physical and social wellness. (3.2)

Description: Develop and strengthen collaborative partnerships between CCSAI, Centennial College departments, community organizations, and external wellness-focused partners to increase accessible physical, mental, and social wellness opportunities for students across campuses.

Goal: Implement at least four collaborative wellness initiatives during the 2026–2027 academic year that promote physical and social wellness through inter-campus engagement, accessible wellness programming, and community partnerships while increasing student participation and awareness of wellness resources.

Office Responsible: Shared Responsibility

Why is this office leading this work?

Fostering physical and social wellness necessitates a collaborative effort between student leadership, operational staff, institutional departments, and external wellness partners to ensure that programming remains accessible, inclusive, and responsive to the diverse needs of students across all campuses.

What Strategic Direction is the Board Providing?

Provide strategic oversight and direction for collaborative wellness programming that strengthens student engagement, promotes inclusive wellness opportunities, and encourages cross-campus participation and community building.

Risks or Challenges to Consider:

- Limited student participation
- Scheduling conflicts between campuses
- Budget limitations
- Accessibility and transportation barriers
- Maintaining long-term community partnerships
- Student awareness and promotion challenges

Expected Outcome/Impact:

Students will experience increased access to wellness supports, stronger inter-campus community connection, improved awareness of physical and mental wellness resources, and increased participation in inclusive wellness initiatives.

Evaluation Metric (s):

- Complete a minimum of 3 collaborative wellness initiatives during the 2026–2027 academic year.
- Achieve participation from at least 5% of CCSAI student members in physical and social wellness initiatives and events.
- Ensure at least 60% student satisfaction with wellness initiatives based on student feedback surveys.
- Establish a minimum of 3 active partnerships with Centennial College departments, community organizations, or wellness-focused industry partners.
- Facilitate at least 2 cross-campus wellness engagement opportunities during the academic year.
- Achieve an average attendance of at least 50 students per major wellness initiative or event.

Initiative #4:

Mental Health Matters

Strategic Pillar: Holistic Well-being

Strategic Objective: Promote mental health awareness to reduce stigma. (3.3)

Description: This initiative will ensure a strong focus on mental health awareness and aid students in managing anxiety, improve focus and encourage healthy conversation about mental well-being on each campus.

Goal: Launch wellness-focused initiatives throughout the year in partnership with Campus Wellness Services to support student mental health and well-being, engaging 400–500 students with a target of 60% positive feedback throughout the 2026–2027 academic year.

Office Responsible: Shared Responsibility

Why is this office leading this work?

To ensure the initiative aligns with CCSAI policies and equitable access to all students, promotes mental health awareness, encourages student engagement, gathers student feedback regarding wellness needs. Coordinate logistics and collaboration with campus departments.

What Strategic Direction is the Board Providing?

Develop a governance framework that prioritizes student mental health and wellness initiatives during high-stress academic periods. Operationalize and implement wellness focused programs such as free coffee/tea stations and meditation spaces during examination weeks to support student well-being and academic success.

Risks or Challenges to Consider: Space availability, maintaining cleanliness and quietness in meditation spaces, ensuring equal access for students from different campuses, potential low participation if awareness is limited.

Expected Outcome/Impact: Reduced student stress and anxiety during exam week, increased awareness and openness about mental health, enhanced student engagement with wellness initiatives and promotion of healthier coping strategies during academic pressure

Evaluation Metric (s):

- 5% of members participate in mental health initiatives and engage in campaigns.
- 60% positive feedback from students regarding mental health services.

Major Strategic Action Item #1

Enhancing CCSAI's Engagement

Foundational Value: Communication

Strategic Objective: Evaluate, refine, and strengthen implementation of the CCSAI Communications Strategy to ensure communication practices remain transparent, student-centered, accessible, and responsive to evolving student needs.

Description: CCSAI will continue implementing and monitoring its Communications Strategy while conducting regular evaluation and refinement through student feedback, engagement data, and Board review processes. The strategy will be updated as necessary to improve awareness, engagement, advocacy visibility, and trust across the student community.

Goal: By the end of the 2026–2027 Board year, CCSAI will:

- Conduct a minimum of two student feedback and engagement initiatives per semester
- Provide quarterly updates regarding advocacy efforts, Board priorities, and strategic initiatives
- Complete a formal review and refinement of the Communications Strategy following the Board retreat and during the annual review cycle
- Monitor communication performance metrics including awareness, engagement, advocacy visibility, and student trust indicators
- Implement recommended improvements based on student feedback, communication analytics, and organizational priorities

Office Responsible: Shared Responsibility

Why is this office leading this work?

Communications and engagement efforts should remain coordinated and aligned across all offices to ensure consistency, transparency, and a “One Board, One Voice” approach.

What Strategic Direction is the Board Providing?

CCSAI will implement an annual Communication Strategy focused on promoting transparency, accessibility, and engagement...Internally, CCSAI will establish consistent communication channels between the Board, staff, and student leaders while offering training on best practices for transparent, responsive communication...To ensure continuous improvement, the Communication Strategy will be reviewed annually through the Board Action Plan process

Risks or Challenges to Consider:

- Student communication fatigue and low engagement
- Inconsistent messaging across offices
- Limited student awareness of communication channels
- Rapid changes in student communication preferences
- Technology or platform limitations

Expected Outcome/Impact: Students feel more informed, connected, and represented through accessible and transparent communication processes. Increased trust and engagement will strengthen CCSAI's relationship with students.

Evaluation Metric (s):

Awareness & Perception

- Percentage increase in student awareness of CCSAI services, advocacy initiatives, and organizational role (survey-based)
- Student understanding of CCSAI beyond events and activations (e.g. governance)

Engagement

- Social media engagement rates (likes, comments, shares, saves)
- Attendance and participation rates at CCSAI initiatives, town halls, and engagement activities (event check-ins, sign-in sheets, registration records)
- Number of student feedback submissions, survey responses, or town hall participants

Advocacy Visibility

- Student recognition or recall of CCSAI advocacy efforts
- Include questions in semester surveys, pulse surveys, or town halls such as:
- "Are you aware of any CCSAI advocacy initiatives this semester?"
- "Which CCSAI advocacy efforts are you familiar with?"
- "Do you understand CCSAI's role in representing student interests?"

Track the percentage of students who correctly identify advocacy initiatives or outcomes.

- Engagement with advocacy-focused content and updates (social media & website analytics, email metrics)

Trust & Communication Effectiveness

- Student trust and communication satisfaction scores
- Reduction in repeated clarification requests or misinformation-related concerns

Accessibility & Inclusion

- Representation and engagement across campuses and key student groups
- Accessibility compliance of communications (captions, plain language, multiple formats)

Major Strategic Action Item #2

Indigenous Student Union Launch

Foundational Value: Indigenization

Strategic Objective: Developing and implementing an Indigenous strategic framework and establishing the Indigenous Student Union.

Description: Integrating Indigenous perspectives, values, and practices into various aspects of CCSAI to recognize and respect the rich culture, heritage, and contributions of Indigenous peoples.

Goal: Launch of Indigenous Student Union by December 2026; while laying the groundwork for an Indigenous strategic framework.

Office Responsible: Shared Responsibility

Why is this office leading this work?

- The Governance Office (CGRO) will create the by-laws for the ISU.
- The Operations Office (ED) will ensure that we have space available for the ISU, and events are being organized in a timely manner.
- The Advocacy Office's (President) team member (VP for Indigenous Affairs) will be the director of ISU and will be responsible for the ISU.

What Strategic Direction is the Board Providing?

Develop a strategic framework to establish the Indigenous Student Union. Make advocacy efforts to increase student engagement. Ensure the plan is following the planned timeline.

Risks or Challenges to Consider:

Challenges:

- 1) Availability of enough space across all campuses.
- 2) Not Enough engagement from students.

Risks:

- 1) Not enough funding for ISU.
- 2) Apathy from indigenous students.

Expected Outcome/Impact: Promote and create a space for Indigenous students. More engagement from all students to help and support indigenous students across all campuses. Integration of indigenous perspectives and values across CCSAI, strengthening responsible governance, and reducing barriers for equity-deserving indigenous students by raising their voices and cultural practices.

Evaluation Metric (s):

- ISU launched and established.
- Indigenous Strategic Framework process launched by the end of the term.

