



Cost Shared Campaign Request

Date: August 2020

Name of Sponsor (Local/Council/Division): CUPE 1234 (Sponsoring Local Name)

Name of Contact Person(s): First-last Name, President CUPE 1234; first-last Name, CUPE National Representative; Steven Beasley, CUPE National Communications Representative

What is the issue?

- CUPE represents 15,000+ post-secondary members in B.C. who provide support, trades/technical, clerical, teaching and other such services to each respective campus community.
- COVID-19 forced the majority of campus operations across the province to shut down completely, and those that remained open are operating at a fraction of their past capacities and roles.
- Programs and courses that could be transitioned to online learning were moved out of the classroom, and those that required in-person education (trades programs, science labs, professional programs with practica and other hands-on learning requirements) were mostly suspended, as were a range of research projects for which physical attendance is necessary.
- Suspension of face-to-face (F2F) learning went hand-in-hand with closure of campus services, reductions in residence populations, and the movement of campus staff to working from home.
- Regular CUPE members experienced continued full employment under the province's wage continuation mandate into the summer of 2020, but casual, auxiliary and term/contract members had their employment discontinued consistent with the expiration of their appointments.
- Based on the current projections, it is estimated that most F2F learning will be suspended in the coming 8 to 12 months, with limited on-campus attendance by students, potential scope reductions for campus services, and a range of other operational changes that will have a profound effect on CUPE members.
- Further, limits to international travel and changes to learning models have, and will continue to, stress international student enrolments causing substantial shortfalls in expected for-profit tuition fee revenue.
- Reduced international revenue, coupled with changing patterns of domestic demand due to a deep and potential multi-year recession, will cause immense financial strain on the post-secondary system, which is already suffering financial stress due to 16 years of decreased per-student funding under former BC Liberal government.
- Universities and colleges are vital engines of economic recovery because they provide necessary retraining to unemployed and underemployed workers, which is of particular benefit to those whose skills and qualifications are misaligned with the current labour force demands.
- Though formal layoffs of CUPE members in the BC college and university sectors have been minimal to-date, hundreds of casual, seasonal and auxiliary members have lost

employment, and layoffs of 10% to 20% are expected in the 2020/21 academic year due to prolonged closure of campus services.

- As the PSE Recovery Discussion Document (attached) notes:
“COVID-19 has revealed the damage done by austerity programs (neo-liberalism) that de-fund and privatize public services across all sectors, including post-secondary education in B.C. The economic downturn exposes and highlights the need for a fully funded, affordable and high-quality system of public post-secondary education. Coordinated and strategic advocacy is needed to repair the damage done, and to build capacity among our public colleges and universities to be engines of economic and social recovery.”

What are the short-term objectives of the campaign?

The primary goal of the campaign is to protect public post-secondary education from funding cuts arising from COVID-19-related budget challenges, and to promote investment in post-secondary education as a COVID economic recovery strategy. Specifically, the campaign will call for:

- Increased public funding to universities and colleges as part of the 2021 BC budget to both offset past reductions in base funding, and to respond to COVID-related issues.
- Investments into expanded non-repayable student financial assistance to help low- and middle-income British Columbian’s access the education they need.
- Increased investment in research funding and graduate student support to expand B.C.’s innovation capacity and help address key challenges like climate change, the mental health and addictions crisis, and diversifying B.C.’s economy.
- Encourage colleges and universities to become more progressive workplaces through such mechanisms as contracting-in previously contracted out work and reducing precarious work.

What are the long-term objectives of the campaign?

While the campaign is largely one that will call for increased public funding to the province’s college and universities, longer-term goals include:

- Continue to develop new activists and activate long-time members who have not traditionally been engaged.
- Develop positive profile for the work of CUPE members and their vital role in the post-secondary education in advance of the next round of bargaining.
- Promote the adequate funding of public services and highlight the importance of public services and public workers in a way that inoculates against privatization and contracting-out.
- Develop lasting relationships with campus groups, student organizations and other post-secondary unions.
- Elevating CUPE’s role in post-secondary advocacy in British Columbia to reflect the Union’s position as B.C.’s largest union and its main education union.

To whom is the campaign directed?

- The campaign seeks to mobilize and engage:
 - o The local’s membership.
 - o Campus groups including students, faculty and affiliated campus user groups.
 - o The media.
 - o Unorganized campus workers (who often work for contractors).
 - o The general public.
- The campaign will target provincial government decision-makers, university boards of governors and college boards.

What is the main message of the campaign?

The main messages of the campaign will be refined by focus group testing but will aim to capture the following key ideas:

- Post-secondary education is essential to B.C.'s successful recovery and the province's continued success in the coming years.
- Public investments in post-secondary education are key to overcoming the economic, social and environmental challenges facing the province in the next decade.
- Education needs to be equally accessible to all citizens, regardless of their family's income, so that everyone can equally take part in a prosperous future.
- CUPE members work in every facet of our post-secondary education, from providing direct instruction and participating in research, to providing maintenance services, staffing ancillary and student services, offering academic support, organizing recreation services and events, staffing libraries, and serving in clerical roles (this element can be conveyed visually by the use of member photos).

Where possible, secondary messaging will seek to demonstrate the value of a unionized workforce/being a union member.

How will members be involved in the campaign?

- The campaign plan has been drawn from the PSE Recovery Discussion Document (attached) developed through a collaboration between all university local presidents, and with consultation from the chair of the CUPE BC Colleges Committee.
- The plan itself was reviewed and revised directly by local presidents from the university sector, who have been meeting regularly since the COVID-19 pandemic began in March.
- Local executives will be the central implementers of the campaign, and will actively engage members in volunteering at events, reaching out to the public, and taking part in materials distribution.
- Members are at the center of mobilizations contemplated by the campaign and will be engaged to directly support the campaign goals by undertaking online and in-person (when again possible) participation in campaign events and actions.
- Member images and representations will be a central design element of the campaign.

How will the campaign increase the participation of members in the union (short-term and long-term)?

- The goal is to include members directly in online engagement campaign work, participating directly and sharing/promoting the campaign to peers and social groups.
- As the campaign builds in momentum, members will see the value in advocacy work of this nature, and this can create increased energy and enthusiasm to take on greater and more specific local issues, further advocacy work that will itself create a more engaged membership overall.
- The long-term goal of this increased engagement is to elevate membership participation prior to the next round of bargaining as increased activism and engagement should better position the local to make gains. Further, direct membership engagement in sector-wide advocacy of this nature should help build a sense of pride and identity among CUPE members in post-secondary education that will help locals assert CUPE's role as a leader across the sector.
- An additional aim is that increased participation will help represent members more effectively; by using different tactics and reaching out to members on this campaign, locals may hear from sections of the union that don't often participate. This will bring new viewpoints to the table and will help ensure all members feel connected to CUPE.

How is the diversity of the membership reflected in the strategy, tactics and message?

All campaign material featuring members will be carefully chosen to accurately reflect the diversity of the members.

How will the campaign build support among the public?

- The campaign will use online tools to undertake public outreach. The increasingly universal need for post-secondary education will help build support for the campaign goals, which are ultimately of benefit to all British Columbians.
- The message of the campaign will be delivered to the public using a simple campaign video and graphics, and a focus on diverse and broad social media and digital engagement.

Provide a budget, indicating a breakdown of expenses and revenue.

Total Budgeted Items: \$225,000 (local share to be raised is \$87,500)

Polling/Focus Group - \$35,000

Local will help develop potential messages as well as options for the look/feel of the campaign, which will then be chosen based on the results of polling or focus groups testing. Through this mechanism, the campaign will develop effective messaging that mobilizes support from key demographics and is reflective of what members want to project about their work and beliefs about the sector.

Digital Engagement Site – \$7,500

The digital engagement site will use NationBuilder in conjunction with click-to-email technology to send engagement letters to decision-makers that contain the key campaign asks. This site will be promoted to members, campus groups, supporting organizations and the general public to demonstrate deep and broad support for increased public funding of post-secondary education. The campaign video and advertising will each aim to drive supporters to the digital engagement site.

Online Video Development – \$20,000

This component will include development of an online campaign video to deliver the key message and will include translation into key languages reflective of B.C.'s diversity. Funding should provide sufficient resources for one or two versions of a video.

Social Media - \$12,500

The campaign will use social media to reach a wide range of potential supporters through targeting on Facebook and Instagram. This element of the campaign will closely align with the digital advertising portion of the campaign.

Online Video Advertising - \$50,000

A major investment will be made into advertising the campaign video on online television platforms (like the Bell or Corrus networks), as well as diverse venues like the Weather Network App. These venues will give the campaign video a substantial reach.

Branded Materials - \$35,000

The campaign will include funds for low cost branded materials that members can wear while working to help elevate identification of the roles CUPE members play on campus. While this element will not be rolled out until later in the campaign, it will be an essential element as students begin returning to classes and new generations of students are unfamiliar with the different roles of campus staff.

Print Materials – \$15,000

Print materials will consist of brand assets for local use at campus events like stand-up banners, etc. As with the branded materials, this element will come towards the end of the campaign but be an important component of the campaign as campus populations return in-person.

Membership and Campus Community Engagement - \$50,000

Many locals take part in community events and sponsorships that have been limited due to COVID. The campaign includes a component to support this work as we encourage locals to continue that and even increase that work where possible. In the short-term this might be focused on sponsoring events and activities, but as campus populations return the funds can be used to elevate the presence of CUPE at the many campus events that happen each year and in which CUPE locals are often not included.

Will all materials be produced by union labour?

Yes, whenever possible.

What is the duration of the campaign?

The campaign will start in December 2020 and continue to December 2021.

Provide a time frame for different elements of the campaign.

The targeted campaign timeline is as follows:

- Dec. 2020 – Jan. 2021:** Planning: Developing messages, focus groups, creating the campaign video and booking advertising (to reduce planning time, preparation work will begin upon cost share submission though no funds will be committed without approval of the campaign).
- Feb. 2021 – Oct. 2021:** Rollout: implementation of campaign engagement site and rollout of advertising. Production of print and branded materials.
- Nov. 2021 – Dec. 2021:** Evaluation and events: Participation in campus events as part of fall 2021 welcome back activities; evaluation of campaign and planning for potential pre-bargaining campaign in 2022.

How will the campaign be evaluated?

- Membership involvement, support, solidarity and leadership.
- Member and public participation and support.
- Level of support from community groups and allies.
- Effect on decision-makers.

Who will be involved in the evaluation?

Local Leadership, Communications and National Servicing Representatives, and University/College Coordinator.

What factors will be used to measure results?

- Feedback of members and the public to the campaign.
- Outcome of campaign – success in building recognition of and support for the local.

- Ability to negotiate a fair and reasonable collective agreement.

If the budget were reduced by 20 per cent, what would you cut and what would be the impact?

- A 20% cut would constitute a reduction of \$45,000 in the requested budget and would result in membership and campus community engagement (-\$40,000) and video advertising (-\$5,000).
- The rationale for this division of cuts is that the other components of the campaign work collaboratively together and a significant cut to engagement with a small cut to the video advertising budget preserves the key elements of the campaign.
- Cutting the engagement component would be a significant loss to the campaign's diversity of tactics.

If the budget were reduced by 50 per cent, what would you cut and what would be the impact?

- A reduction of 50% would eliminate \$112,500 of the planned expenses, and would result in the following changes:
 - o Member and Campus Community Engagement: - \$50,000 (this component would be eliminated)
 - o Video Advertising: - \$50,000 (this component would be eliminated)
 - o Online Video Development: -\$20,000 (this component would be eliminated)
 - o Digital Engagement site: + \$2,500 (this component would be eliminated)
 - o Social Media + \$5,000 (this component would be eliminated)
- The impact of these cuts would be significant as major components would be eliminated, with minor increases to other elements to replace a small component of what has been lost.
- Essentially, cutting 50% of the budget means removing the video production and advertising elements of the campaign, which are the main vehicle for message delivery and support recruitment. Without this element the campaign would have far less reach.

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