UNIVERSITY OF CALGARY STUDENTS’ UNION

REPORT TO THE COMMUNITY

April 2012
69th Student Legislative Council
President’s Message

As the 69th Students’ Union (SU) President I am both proud and pleased to be able to provide this report to our community on behalf of the SU Executive and members of the Student Legislative Council (SLC).

In this report, you’ll find an overview of who we are, what we do, and why we do it. We’ll talk about the major achievements and areas of progress of the SU in 2011-2012. It is because of the dedicated work of student leaders, management and staff of the SU that we have been able to accomplish so much on behalf of the undergraduate community at the University of Calgary (U of C). Thanks to them, it was a very strong year for our SU and – best of all – we had a blast doing it!

Like every year, 2011-2012 was an extremely busy year for the SU Executive and SLC members. The year kicked off with an incredibly successful Orientation Week which, without a doubt, gave us the momentum we needed to come out strong. We focused on connecting with first year students to welcome them to our university, and used their energy to drive our ‘Out of Office’ initiative – one which our entire council embodied as we took every opportunity possible to connect with the undergraduates of U of C on an informal and regular basis.

It was also a year to reaffirm our commitment to the quality of education, the quality of student life and the affordability and accessibility of post-secondary education. The SU delivered a range of student programs, products, services, awards and events and actively advocated on behalf of students on important issues like the safety of secondary suites, tuition costs, and the regulation of non-instructional fees. It was a record-setting year for our Undergraduate Research Symposium. We renegotiated with the Board of Governors the renewal of the Quality Money program for another three years. And, responding directly to students’ needs, we worked tirelessly alongside our administration to increase quiet study space for students.

Students responded overwhelmingly to our ‘Get Out The Vote’ campaign as we worked diligently to engage students in this year’s provincial election. The non-partisan campaign focused on empowering individual students to exercise their right to vote, while also ensuring that post-secondary education was a hot topic of discussion for Alberta’s political parties.

Above all it was a year of working hard to ensure that undergraduate students at the U of C had pride in their institution and had support from their SU in achieving their goals.

Thanks to my executive colleagues, Ola “Brola” Mohajer, VP Academic; Matt “McMills” McMillan, VP External; Matt “Ditels” Diteljan, VP Student Life; and Patrick “Patty Poo” Straw, VP Operations and Finance, our SU continues to be a positive role model for other student unions in the country – a testament to the innovation and skills of these exceptional student leaders. Supported by a professional and talented staff, countless volunteers and faculty representatives dedicated to the well-being of students in their faculties, I am endlessly proud to say I was a member of the 69th SLC.

Finally, to the undergraduates of U of C - thank you! It has been the greatest honour to serve as your SU president. To every club on campus, every student who smiled at me in the hallways, and to every student who wrote me a letter of complaint, concern or applause, I am grateful. The memories you’ve left me with I’ll forever be fond of.

I know you’re in good hands with the 70th Students’ Union President and Executive.

One Campus/One Love!

Dylan “DJ” Jones, 69th Students’ Union President
Contents

Executive Summary .................................................................................................................................................. 5

A. Finding the Student Voice and Implementing the SU Survey Data ................................................................. 7

B. The SU Strategic Plan 2010-2013 ............................................................................................................... 8
   Strategic Directions for 2011-2013 ............................................................................................................. 9

C. Strengthening Our Organization .............................................................................................................. 11

D. The Students’ Home - MacEwan Student Centre ....................................................................................... 13

E. The Quality of Education .......................................................................................................................... 14
   Academic Plan Development ....................................................................................................................... 14
   Supporting Student Involvement in Ongoing University Evaluation .......................................................... 15
   Academic Programs and Services ............................................................................................................. 15
   Quality Money ............................................................................................................................................ 16
   Academic Events ......................................................................................................................................... 16
   Academic Awards ..................................................................................................................................... 17

F. The Quality of Student Life ......................................................................................................................... 18
   SU Clubs ..................................................................................................................................................... 18
   SU Events .................................................................................................................................................. 18
   Health & Lifestyle ...................................................................................................................................... 19
   Sustainability .............................................................................................................................................. 20
   Volunteer Services .................................................................................................................................. 20
   SU Businesses ......................................................................................................................................... 21

G. Affordability & Accessibility ..................................................................................................................... 23
   SU Fees ...................................................................................................................................................... 25
   SU Financial Statements ............................................................................................................................ 27

H. Partnerships ............................................................................................................................................... 27

Executive Endorsement .................................................................................................................................. 28
Executive Summary

This report provides details on the various roles and responsibilities of the Students’ Union (SU) and its achievements and progress on behalf of the undergraduate student community at the University of Calgary (U of C). 2011-2012 has been a year of accomplishment and advancement as summarized below.

Strategy, Directions and Organizational Development

In 2011-2012, the 69th Executive and Student Legislative Council was tasked with building on the foundation of the three year strategic plan created in 2010-2011. An underlying objective of the current Executive Team, one that threads through all the project plans was to ensure that the SU focused on building student consultation, involvement and activism and student pride in their post-secondary institution. The SU advocates for student rights and promotes student representation on decisions and issues that impact them. The key strategic areas of focus were the MacEwan Student Centre (MSC), Academic Excellence, Affordability for Students, Student Engagement and Input, and Governance and Organizational Development.

The SU and NUTV launched their 20 screen Electronic Bulletin Board Network in MSC in September, 2011 with funding support from the Quality Money program. This new and more sustainable means of communication to students and the campus community provides enhanced NUTV programming and a wide range of information on the SU, student club and university events and activities throughout the year. The SU portion of the network, named THE LOOP, enables campus organizations and departments to promote programs throughout the school year. It has attracted the attention of many campus and student organizations as a new and effective communication tool, receiving positive feedback from staff and students.

MacEwan Student Centre

In 2011-2012, the SU brought to completion several projects, including new and updated signage for food court kiosks, renovating and updating four kiosks to meet building code requirements, adding a new location for a food court kiosk, upgrading the building fire alarm systems and alarm panel to improve safety, and installing eight new, high-output microwaves for students to use in the food court.

A more organized approach to MSC building signage was developed to improve the overall look and feel of MSC, and to provide professional-looking, relevant and updated information to visitors to the building.

The SU has held an License of Occupation, Operating & Management agreement with the Board of Governors of the U of C to manage MacEwan Student Centre (MSC) since 1999. The last five year term of that operating agreement ends in December of 2014, but provides for five, one year renewals until the end of the contract, which would extend the agreement until December of 2019. These lengthy timelines allow the SU to negotiate with current and future tenants of MSC in good faith until such time as a new agreement with the Board of Governors is finalized.

The MSC Master Plan Steering Committee has been established. Prior to establishment of the committee, various stakeholders undertook initial planning and conceptual design meetings, with the involvement of architects, to frame out a plan to redevelop the MSC in the future. The committee is currently in the process of reaching agreement on its role, purpose and powers. Stakeholder consultation plans are concurrently being designed, and the SU is committed to getting feedback from a significant percentage of the student population.

Quality of Education

The SU continued to support student involvement in ongoing university evaluation by promoting the National Survey of Student Engagement (NSSE), U of C Universal Student Ratings of Instruction (USRI) and the Teaching Excellence Awards (TEA).

The SU supports the quality of education through academic programs and services such as the Bookloan Program, Online Exam Bank, Book Consignment and Print Services at Bound & Copied, the Library Endowment Fund and Student Ombuds Office.

An online database of tutors was launched to help students in need of academic support find tutors who have mastered a particular academic subject level.

To support the search for new deans in the faculties of Arts, Kinesiology and Medicine, the SU hosted Dean Search Town Halls and a series of focus groups to provide a forum for student input on these important decisions.

Quality Money

Between 2003 and 2011, the SU distributed more than $11.6 million to campus groups as part of the Quality Money program at the U of C. In addition, there have been 29 faculty-specific projects approved by the SU under the Campus Improvement Fund, totaling almost $500,000.

In 2012, the SU successfully negotiated a three year renewal of the Quality Money program with the Board of Governors. The SU successfully increased student awareness and participation in the program by receiving a record number of 43 proposals from students and other members of the campus community for
Quality Money initiatives – a 60% increase over last year. The Quality Money Committee has reviewed and selected projects and will announce successful applicants later in April of 2012.

Quality of Student Life

Quality of student life remained a priority direction for the SU and more students chose to become engaged in their university experience. 2011-2012 saw the list of SU-sanctioned student clubs grow to more than 290.

From annual celebrations like Orientation Week, Nogfest, Frostbite and Bermuda Shorts Day (BSD), to special events such as Faculty Wars, and weekly Cinemania nights and free yoga lessons over the lunch hour, there are a variety of events to engage students.

After extensive consultation with students, food court vendors and sustainable product suppliers, the SU replaced styrofoam food packaging with a more environmentally friendly alternative.

The SU installed post-consumer organic waste bins throughout the MSC food court to reduce the amount of waste going to the landfill. The waste bins are intended for the collection of vegetable, meat and dairy waste as well as the compostable cornstarch clam-shell containers that are now common throughout the MSC food court.

Since its inception in 1990, Students’ Union Volunteer Services (SUVS) has been providing volunteer opportunities and social services to students and other members of the campus community. Not only does it operate as a volunteer centre, connecting students with volunteer prospects both on and off campus, SUVS runs ten of its own volunteer programs, which are currently supported by about 325 volunteers and 11 part-time student coordinators.

Advocacy

On Jan. 27, 2012 the SU hosted the first Calgary Leaders’ Dinner with 42 student leaders from across campus and 15 of Calgary’s elected representatives from all three levels of government, including Premier Alison Redford in attendance. The dinner encouraged informal discussion between students and Calgary’s elected representatives.

In February, exciting changes to the province’s student financial aid programs were announced. Starting on August 1, 2012 post-secondary students will be able to access student loans with fewer restrictions such as the removal of parental income in student loan considerations. This announcement is a step in the right direction towards improving participation and student financial aid system.

In the provincial budget approved in March, Alberta’s student leaders welcomed increased investment in post-secondary institutions. The budget contains a two per cent increase for base operating funding for Alberta’s public universities, colleges, and technical institutes with a commitment to similar increases for the next three years. The funding boost follows three years of budget cuts and frozen operating grants despite increased cost pressures in Alberta’s post-secondary classrooms as enrolments increased during the economic downturn.

With a provincial election looming, the SU started early to help students get informed and get out and vote. The “Get Out the Vote” (GOTV) campaign focused on gathering U of C student contact information to help the SU make students aware of when to vote, where to vote, how to vote and why to vote. Working with the University of Lethbridge SU and the University of Alberta SU, GOTV signed up over 10,000 students. Teams of non-partisan student volunteers will be making personal phone calls on and just before election day to ensure students, many of whom will be first-time voters in a provincial election, have all the information they need to cast their ballots on Apr. 23, 2012.

The most significant success has been that the SU has negotiated to save all full time students $150 in fees next year! Rather than students paying the $450 originally scheduled for the General Non-program Fee, students will continue to pay only the $300 that was paid this year. In 2013/14 it will eventually increase to $450, but in the meantime the SU is working with the provost to ensure students get good value for their money, and that those who use it are held accountable.

Financial Management

The SU continues to carefully manage the percentage of student fees to total operating revenue without compromising the value of services and programs offered to undergraduate students. The SU maintains a diversified and balanced range of revenue sources shielding it somewhat from major market fluctuations in
industry or business sectors. The SU’s major revenue source was from MacEwan Conference and Event Centre operations (18.11%) followed by a combination of revenue from tenants (14.96%), The Den (14.13%), concerts (11.73%), and retail operations (9.20%). This financial management model enables the SU to create employment opportunities for students, provide a full range of business products, services and events to support student life on campus, support a broad range of student clubs and deliver a range of academic and student life programs at no charge to undergraduate students.

**Partnerships**

The SU plays an important role partnering with the campus community to ensure mutual support of events and activities that benefit undergraduate students. Through its formal SU partnership program, the SU provided a range of financial, communications and in-kind support to student and university activities including offering the complimentary use of rooms in the MacEwan Conference and Event Centre and complimentary display tables in the Student Centre. Of the 27 partnerships granted this past year, 17 were with university partners and the remainder with student or tri-media groups.

### A. Finding the Student Voice and Implementing the SU Survey Data

The Students’ Union (SU) Survey is conducted each March to gauge University of Calgary (U of C) undergraduate student satisfaction as well as solicit feedback to help guide the organization’s strategic planning process, and inform both the Quality Money project selection committee and tuition consultation policy development team about student wants and needs. Simultaneously, the survey is also used as a massive idea-generator that produces qualitative feedback and initiative suggestions for the SU’s use in policy-advocacy, services, and programming. The SU highly values every response their membership submits and devotes a great deal of resources towards compiling the data, and responding in real and imaginative ways. The following excerpts offer a brief glimpse into the data from the survey.

#### Quick Demographic Overview

- 2742 U of C undergraduate students participated in the survey in 2011
- 74% of responses were from 1st, 2nd, and 3rd year students (26%, 24%, 23% of the total response rate respectively)
- 66% of responses were from self-identified female undergraduates, up from 63% the previous year, with self-identified male students dropping in participation this year to 33% (actual undergraduate female / male ratio at U of C in 2011 was 54% / 46%)
- 71% of survey respondents identified themselves as Arts (28%), Science (19%), Engineering (13%), or Business students (11%)

![Student Preferences for Receiving Information](image-url)
Engagement

Many of the survey respondents did not agree that the SU was “approachable”, “accessible”, or “easy to get involved in” and respondents indicated that they did not know who to contact at the SU if they had a concern. In response, the student Executives and the Students’ Legislative Council (SLC) launched the ‘Out of Office’ campaign to create a more accessible and approachable face to the organization. In addition, posters containing photos and contact information for all elected officials were placed in strategic locations to help students identify who to contact if they have a concern.

Communication

The SU recognizes the need for effective and timely communication of issues and initiatives, and continues to listen to its membership in this regard. The top three ways that students prefer to receive communication are 1) email, 2) website, and 3) posters/banners. By continually monitoring undergraduate preferences the SU can ensure information is delivered in a format that suits students. The SU has implemented a schedule for regular updates to the www.su.ucalgary.ca website to ensure it contains information about the most recent advocacy and governance initiatives as well as student programs and events.

Many other perceptions and views on the SU and its programs and activities are spread throughout this report.

B. The SU Strategic Plan 2010-2013

In 2010, a three-year strategic plan was developed by the 68th Students’ Union (SU) Executive. For 2011-2012, the 69th SU Executive continued to support the mission, vision, strategic pillars and guiding principles that are in place.

Our Mission

The SU exists to serve and represent the University of Calgary undergraduates. Through a unified voice we are dedicated to enhancing the quality of student life and the educational experience.

Our Vision and Strategic Pillars

We will provide the highest quality of service and representation to our constituents. Our aim is to become the core of student life at the University of Calgary by fostering a sense of pride and belonging.

Community Building and Outreach - We will nurture a thriving campus culture by working with diverse stakeholders to strengthen relationships and provide support for their success.

Responsive and Service Oriented - We will strive to be flexible and focused on the experience of individual students. The needs of our members will drive service provision and organizational decision-making.

Responsible Representation - We will be recognized as the definitive voice in all student matters and respected as an equal partner. We will actively seek to understand the needs of our constituents and will affect change on their behalf.

Our Guiding Principles

Affordability and Accessibility

We believe that post-secondary education should be available for people from all backgrounds, and financial limitations should not prevent anyone from obtaining an education.

Academic Focus and Policy Driven

We advocate for University of Calgary undergraduates based upon principled organizational stances and responsive policy that prioritizes the academic needs and experiences of our students.

Sustainable Growth

We build our organization to meet future needs of students in a responsible and environmentally conscious manner to ensure the lowest possible cost to students.
Good Governance
Through responsible governance, transparency and accountability, we make effective use of resources and lead the Union in the best interests of our members.

Our Promise: To Serve and Represent
With the MacEwan Student Centre as our home, the Students’ Union exists to serve and represent University of Calgary undergraduates. Through a unified voice we are dedicated to:

Quality of Education
To advocate on academic matters and provide academic services and programs that enhance the quality of your educational experience

Quality of Student Life
To enhance the quality of undergraduate student life on campus

Affordability and Accessibility
To advocate for the student community on an affordable and accessible post-secondary education experience

Strategic Directions for 2011-2012
Through a series of planning sessions, including a comprehensive environmental scan, the 69th Students’ Union (SU) Executive engaged in a process to set out key strategic directions, priorities and project plans that reflected the overall vision and strategic pillars of the SU, the current academic environment and the campaign commitments made by all Executive before coming into office. The Executives focused on building upon the progress of the previous year to develop and advance the directions and initiatives that support the quality of student life, the quality of education and the affordability and accessibility of post-secondary education for undergraduate students at the University of Calgary (U of C). The Executive participated in sessions on branding, media and communications to frame out tools and tactics for the SU to use to raise its profile with the student community to improve SU visibility, relevance and student involvement.

Key Directions
The result of this planning process was a comprehensive package of plans and campaigns that the 69th Executive advanced through its 2011-2012 mandate. Strategies are categorized under the following key strategic areas or directions:

• MacEwan Student Centre (MSC) – Our Physical Environment
• Academic Excellence
• Affordability for Students
• Student Engagement and Input
• Governance and Organizational Development

Under each of the above strategic directions for 2011-2012, designated Executive members assumed responsibility for portfolio related campaigns and plans and led initiatives from the planning phase through to the implementation phase. The Executive also set out an integrated week by week event and communication planning chart that guided their actions through the fall and winter semesters. As a whole, the Executive Team was committed to an ongoing effort on advocacy, relationship building and student engagement.

Community Building and Outreach
A commitment to better branding the SU and communicating its mandate and programs and services. It is important that students and university administration and committees better understand what the SU stands for and provides. Improving awareness of SU activities through clubs and student residence, engaging students, building relationships with student groups and
services on campus and constant collaboration with university administration were considered key components of this direction.

**Responsive and Service Oriented**

A commitment to continue to build new and relevant policies (compulsory fees, environmental, academic materials, student life, travel and conference) and increase participation in policy-making. This includes improving participation in undergrad research programs and the symposium, renewing the Quality Money Program with the Board of Governors and increasing participation in the program, negotiating the MSC Operating Agreement, and ensuring that students’ views and needs are reflected in the plan to redevelop MSC.

**Responsible Representation**

A commitment to advocate for better quality of education through current resources and engaging in issues. Advocacy for government policy on post-secondary issues including secondary suites, legislation for containment of tuition increases and regulation of non-instructional fees continues to be a priority. More students will be engaged through broader representation of major student networks on SLC.

A key to the SU’s success lies in its representatives’ ability to build strong and positive relationships with the Board of Governors, university administration and faculty leaders, its student constituents and externally, with post-secondary lobby groups at the provincial and national levels. The Executive was committed to building a strong and respected voice on behalf of its community of over 25,000 students.

An underlying objective of the current Executive team, one that threads through all the project plans, was to ensure that the SU focused on building student consultation, involvement, activism and student pride in their post-secondary institution. The SU must advocate for student rights and promote student representation on decisions and issues that impact them.

In addition to its own strategic planning efforts, the SU continued as a partner and student voice in the advancement of the U of C Strategic Plan, which was launched by President Cannon in the Student Centre on September 28, 2011.
C. Strengthening Our Organization

Students’ Union Elections

Student voter turnout at the annual General Election is improving. Over the past six years, a range of 12%-23.8% of eligible students voted in the annual March elections.

The Students’ Union (SU) also held a by-election for outstanding positions in October 2011. Undergraduate students also voted to cancel the SU levy in support of the Women’s Resource Centre, since funding support for this university unit is now provided through the university-administered Student Services General Non-Program Fee.

After weeks of campaigning and candidate forums in February and March of 2012, undergraduate students at the University of Calgary (U of C) elected a new slate of student leaders for 2012-2013. Hardave Birk is the new President-elect; the new Vice President, Academic will be Kenya-Jade Pinto; Raphael Jacob takes on the role of Vice President, External; while Scott Weir is the new Vice President, Operations and Finance; Hayley Wade won the Vice President, Student Life. Vincent St. Pierre will sit on the Board of Governors and Matt Diteljan and Patrick Straw are the new Senate representatives. This year’s voter turn-out was 22.5% of eligible student voters with more than 5700 students casting a ballot. Newly elected officials will be sworn into office on Friday, Apr. 27, 2012 at the annual Students’ Union’s Colour Night ceremony. Over the summer months, this new team of capable young leaders will be engaged in strategic planning to take the Students’ Union into the 2012 fall semester.

Governance Renewal

A directive from the previous council to continue streamlining governance processes and procedures resulted in the approval of a revised Clubs Committee Terms of Reference and new guidelines for the Travel and Conference Funding program.

The Club Funding and Services Procedure, Club Sanction Procedure, Renewal and Dissolution Procedure, Club Dispute Resolution Procedure, and the Penalties and Appeals Procedure were substantively revised to streamline club administrative processes, and were approved and adopted on March 13, 2012 by the Clubs Committee. The Review Board Procedure was revised and will be reviewed by the Students’ Union’s legal counsel in the spring 2012.

Students’ Union Management and Staff

As a student-led and staff-run organization supported by student volunteers, the SU has a diverse organizational structure to manage the scope of its businesses, services, programs and events. Under the overall direction of the student Executive and a General Manager, a professional team of 47 full time staff, 195 part time staff, along with 324 volunteers deliver a wide range of services to the organization and undergraduate students.

Students’ Union Website

The SU website hosts a broad range of regularly updated, diverse information, including student-focused programs, services and events. The website received 262,641 visits in the past year (an average of 21,887 visits per month). In the past 12 months, the website has experienced the following improvements:

Visits increased by 20%
Unique visitors increased by 21%
Page views increased by 25%
Pages per visit increased by 4%
Average duration of visit increased by 15%
Web projects completed:

- Key links for 1st year students who are new to the U of C and the SU
- Overview of SU governance structure, SLC profiles and resources
- Listings for opportunities to volunteer with Volunteer Services
- Upcoming events with online sign-up
- Events and resource information for the Q Centre
- Links and listings for awards and bursaries
- Tedx Website development for Mar. 30, 2012 special event
- Information and registration site for Get Out The Vote
- Online application for student funding for travel and conference attendance

**Communicating to Students**

On Sept. 14, 2011, visitors to the MacEwan Student Centre (MSC) were exposed to a new way of learning about what’s happening on campus. A joint project of the SU and NUTV (the student campus television station), and with the funding support from the Quality Money program and sponsored in 2011-2012 by Rogers/Cellcom Wireless, the EBBN is a network of 20 television screens located within MSC.

This new and more sustainable means of communication to students and the campus community provides enhanced NUTV programming and a wide range of information on the SU, student clubs, and university events and activities throughout the year. As a sustainability project, the launch resulted in the removal and reduction of 36% of the paper poster boards within MSC.

NUTV increased its number of screens, upgraded its facilities and equipment and hired a part-time student. To better communicate its programming in a very busy and noisy environment, NUTV has also introduced closed captioning. The project also enables NUTV to provide expanded learning opportunities for student volunteers that are interested in television and film production.

The SU portion of the network, named THE LOOP, enables campus organizations and departments to better communicate to students on events, activities and programs that are available throughout the school year. It has attracted the attention of many campus and student organizations as a new and effective communication tool, receiving positive feedback from staff and students.

**Information and Technology System Improvements**

The SU has made great strides in improving the reliability and redundancy of its networked systems. Several changes to organizational infrastructure have led to increased performance, effectiveness and consistency in these systems. An update to the communications software has allowed the SU to embrace the latest functionality, enhancing operational efficiency and effectiveness. Utilizing technology, the SU has also made an effort towards improving the safety and security of the students, patrons and staff while participating in certain events.

**Sponsorship to Improve Resources**

To benefit undergraduates and enhance student activities, event and programs, the SU offers a range of opportunities for external sponsorship and advertising to organizations and businesses that are interested in a presence in the student marketplace at the U of C. Sponsorship opportunities can include year-round or event sponsorships that vary by scope, type and duration of event, as well as awards and in-kind support to help students. A complete sponsorship package can be found on www.su.ucalgary.ca.
The SU as Manager of the Student Centre

The MacEwan Student Centre (MSC) is the hub of student activity on campus and the home of the Students’ Union (SU) and the Graduate Students Association. The building serves as the centre of the legislative, executive and administrative arms of the SU, provides a range of lifestyle products and services for students and staff at the University of Calgary (U of C), provides facilities for student clubs, societies and activities, accommodates social, recreational and cultural activities and symbolizes the non-academic aspects of the university experience.

The SU serves a primary role in the Student Centre as the steward and manager/operator of the building by virtue of an agreement with the U of C Board of Governors. The SU has made significant contributions to both the initial construction and the ongoing renovation and improvement of MSC.

The following graph shows how much the SU has invested in MSC over the past eight years.

In 2011-2012, the SU brought to completion several projects, including:

- Added fire shutters and updated signage for food court kiosks
- Renovated and updated four (A&W, Kobe Beef, Pita on the Run, and LaPrep) kiosks to meet building code requirements
- Added a new location for a food court kiosk (Fuel for Gold)
- Upgraded the building fire alarm systems and alarm panel to improve safety
- Installed an additional eight, new, high-output microwaves and counter for students to use in the food court

Several more facility projects are in the works:

- Renovate and expand STOR
- Update and renovate the Information Center/Lost and Found
- Update and renovate two (Oriental Wok, and Noodle & Grill) food court kiosks
- Update Black Lounge kitchen preparation and assembly area

The SU Facilities Department is committed to the health and safety of students and campus community members within the Student Centre.

Building Signage and Policies

A more organized approach to MSC building signage was developed to improve the overall look and feel of MSC, and to provide professional-looking, relevant and updated information to visitors to the building.

Operating Agreement

The SU has held an License of Occupation, Operating & Management agreement with the Board of Governors of the U of C to manage MacEwan Student Centre (MSC) since 1999.
The last five year term of that operating agreement ends in December of 2014, but provides for five, one year renewals until the end of the contract, which would extend the agreement until December of 2019. These lengthy timelines allow us to negotiate with the current and future tenants of MSC in good faith until such time as a new agreement with the Board of Governors is finalized.

*MacEwan Student Centre Master Plan*

The MSC Master Plan Steering Committee has been established and is comprised of key stakeholders including the Students’ Union, Graduate Students’ Association, Student and Enrolment Services, Residence and Ancillary Services, and Facilities Management and Development. Certain stakeholders undertook initial planning and conceptual design meetings, with the involvement of architects, to frame out a plan to redevelop the MSC in the future. All the stakeholders are now in the process of reaching agreement on the role, purpose and powers of the committee in the Memorandum of Understanding (MOU). Stakeholder consultation plans are currently being designed, and the SU is committed to getting feedback from a significant percentage of the student population.

E. The Quality of Education

*The SU as a Voice in Educational Excellence*

A key focus of the Students’ Union (SU) in 2011-2012 was to continue to advance and evolve programs, services and events that target enhancing the quality of education for undergraduate students through awareness, involvement and advocacy.

*Academic Plan Development*

*Academic Plan*

In November 2011, the Students’ Legislative Council (SLC) provided input and feedback to the university on student concerns related to the development of an institutional academic plan that was used to inform the Comprehensive Institutional Plan submitted to the Minister of Advanced Education and Technology in March 2012.

*Tutor Registry*

Over 300 applications were received in response to the SU’s call for interested campus community members to sign up as tutors. An online database launched in January of 2012, helps students in need of academic support find tutors who have mastered a particular academic subject level. Currently 32 tutors have been officially approved and registered and more are anticipated as the program develops.

*Dean Search Town Halls*

In 2011-2012, three faculties searched for new deans: Arts, Kinesiology and Medicine. The respective Dean Search Committees were comprised of faculty members, associated groups and one SU appointed representative. The SU believes that student consultation is an important part of the dean selection process. Throughout October, November, December and January, the SU, in collaboration with the provost’s office, hosted Dean Search Town Halls in each of these faculties to provide a forum for student input on these important decisions. The Town Halls were well attended, with over 200 students providing input on the credentials and qualifications that should be required of prospective candidates, as well as the strengths and weaknesses of each faculty. Each event was moderated by search consultants or the provost, and student input was recorded and reported to the search committee. In addition, the SU hosted a series of student focus groups with the candidates for dean in each faculty undergoing a search. In 2012, three focus groups were conducted for each of the Faculty of Medicine and Kinesiology, and two for the Faculty of Arts. The focus groups allowed students to ask the candidates questions and relay their opinions on the candidates to the search committee through the SU’s VP Academic. Each focus group had 10-20 key student leaders in attendance.
Supporting Student Involvement in Ongoing University Evaluation

The SU has an important role in ensuring that the student voice is heard on the quality of the university experience and university academic programs and services. To this end, the SU participated in and promoted the following vehicles for student feedback.

National Survey of Student Engagement (NSSE)
NSSE is a survey that measures students’ levels of engagement with their institution. On an annual basis, NSSE obtains information from hundreds of four-year colleges and universities in Canada and the United States about student participation in programs and activities that institutions provide for their learning and personal development. The SU promotes student involvement in NSSE and encourages the university to address the results received from students.

U of C Universal Student Ratings of Instruction (USRI)
The purpose of the USRI is to provide a common measure of instruction that can be used by students in course selection, by instructors to enhance their instructional activities and by administrators responsible for the evaluation of instruction. The SU partners with the university in promoting student involvement in USRI.

Teaching Excellence Awards (TEA)
The SU manages the Teaching Excellence Awards (TEA) which recognizes individuals who make significant contributions in assisting students reach their highest potential. The SU Teaching Excellence Awards is the only campus-wide recognition program for instructors who make a long-lasting impact on students. Most importantly, students determine the nominees and winners.

On Apr. 26, 2011, the SU gathered students and campus community leaders to honour the outstanding achievement of faculty members at the annual Teaching Excellence Awards. A total of 23 faculty members and four teaching assistants received awards for having a positive and long-lasting impact on students’ learning experience and academic careers. In addition, seven faculty members were inducted into the Teaching Excellence Awards Hall of Fame which recognizes those who have won the award multiple times.

Academic Programs and Services
In the SU survey, when asked what events the SU should sponsor, 70.5% of respondents chose academic events as their top priority. Here are some examples of how the SU sponsors academic programs and services.

Bookloan Program
Since 2003, the Students’ Union has partnered with the U of C Bookstore to offer students who may not be able to afford their books a helpful way to obtain text books and other materials they need to succeed. Recognizing that some financially-strapped students find themselves either dropping or failing a course because they can’t purchase the text book needed to study and complete assignments, the SU and the Bookstore began the Student Book Loan Program.

Online Exam Bank
Launched by the SU in 2010, the Exam Bank offers 11,327 pages of exams. Students can access these digital resources via the Internet.

Lockers, Book Consignment and Print Services - Bound & Copied
The SU’s own copy centre/used bookstore continues to provide low-cost copying and binding services, rental lockers, used books and a book sale consignment service. In keeping with the SU’s sustainability goals Bound & Copied uses all of its paper twice.

Library Fee Levy – Library Endowment
Each year, full-time undergraduate students at the U of C contribute $10 to a Library Endowment Fund. Students voted to create the fund in 1997 and the Library matches the donation. Student fees are dedicated primarily to expanding the library book collection and to book repair and extending library services. Book plates acknowledging the donation are affixed to the books and undergraduate students are hired to fill nonprofessional positions that are created out of the donation.
**Student Ombuds Office**
The SU, along with both the U of C and the Graduate Students’ Association, jointly fund the operation of the Student Ombuds Office. The current Ombudsperson, Robert Clegg, was appointed in March 2010. The Ombudsperson provides guidance and advice to students facing academic or non-academic proceedings and makes recommendations, where appropriate, for changes in university policies and procedures.

**Quality Money**

**The SU as an Investor in Student Ideas**
A unique partnership between the SU and the U of C Board of Governors, Quality Money is at the core of what can set the U of C apart from other post-secondary institutions as it strives to redefine itself and set a clear future direction though the President Elizabeth Cannon’s strategic planning initiative. Quality Money is built on the foundation of partnerships and creating pride in the institution. It empowers students, student groups, on-campus organizations, staff, faculty and all members of the campus community to come forward with innovative ideas to improve the quality of education and the quality of student life at the U of C. It encourages members of this community to come together to make campus life better and, in essence, enables participants to create their own lasting legacies.

Between 2003 and 2011, the Students’ Union distributed more than $11.6 million to campus groups as part of the Quality Money program at the U of C. In addition, there have been 29 faculty-specific projects approved by the Student’s Union under the Campus Improvement Fund, totaling almost $500,000.

In 2012, the SU successfully negotiated a three year renewal of the Quality Money program with the Board of Governors. The SU increased student awareness and participation in the program and received a record number of 43 proposals from students and other members of the campus community for Quality Money initiatives – a 60% increase over last year. The Quality Money Committee has reviewed and selected projects and will announce funding later in April of 2012.

**SUPER Work (Students’ Union Program for Education Related Work)**
The SU provides a $1,000 wage subsidy award to undergraduate U of C students earning less than a competitive wage at a summer employment position related to their degree program.

**Academic Events**

**The SU as an Event Planner**

**Undergraduate Research Symposium**
In November 2011, the SU planned and held the 6th annual Undergraduate Research Symposium to celebrate the research work of undergraduate students at the U of C.

The symposium is an opportunity for students to showcase the outstanding work they have done in their unique areas of research. This year’s event featured poster presentations by 126 student researchers from a diverse array of faculties. The presentations were reviewed by a panel of 49 judges from across faculties. Awards were presented recognizing achievements in areas from social and environmental sustainability to excellence in curricular honours research.
The Undergraduate Research Symposium gathered momentum this year, attracting the attention of the university community, and drawing large crowds to MacEwan Hall throughout the day. The total value of awards increased to $21,500, and were generously provided by many on-campus groups and faculties.

**People vs. Cancer – Stephen Lewis**
On Sept. 22, 2011, the SU was proud to be able to host Stephen Lewis and the Campaign to Control Cancer National Speaking Tour in Mac Hall in the Student Centre. Mr. Lewis spoke at three Canadian universities, encouraging young people to take a leadership role in the fight against cancer and addressing the moral imperative for Canadian leadership. The speaking tour was inspired by the United Nation’s first Global Summit on Non-communicable Diseases held Sept. 19-20, 2011 in New York City. The only other UN summit to focus on a global health issue was the HIV/AIDS summit in 2001. Hosted by SU VP Academic, Ola Mohajer, the event drew approximately 160 guests from around campus to hear a panel with Mr. Lewis and industry leaders on their call to action on the fight against cancer. Special guests included Progressive Conservative Party leadership candidate, Mr. Gary Mar and a presentation by Dylan Jones, SU President on his personal experiences with the loss of a close friend to cancer.

**Deans Dinner**
In November the SU brought together Faculty Representatives and deans, associate deans and senior administration to create a platform for dialogue through a social networking event. It provided an opportunity to inform the deans, associate deans and senior administration on the SU and its activities.

**Academic Awards**

**The SU as a Funding Agency**
With the understanding that many students face unique financial challenges while attending school, the SU offers a number of financial supports and monetary award programs designed to assist students to take full advantage of academic and personal development opportunities despite personal financial challenges.

Last year student donations through the peer bursary levy led to over $1 million in bursaries distributed to deserving students. In addition to awards directly administered by the SU, several awards are funded by the SU and administered by the university’s Student Awards and Financial Aid Office. Awards like the Students’ Union Campus Involvement Award (10 annual awards of $1,000) and Dr. Peggy Patterson Bursaries (2 annual bursaries of $2,300) are supported by grant funding provided through Quality Money.

The SU remains committed to ensuring that a variety of grants, awards and bursaries are made available to undergraduate students to pursue their studies. The SU’s Committee of 10,000 has identified worthy community causes that will share in a $20,000 SU donation to the community.

**Travel and Conference Funding**
The SU provides Travel and Conference funding for full and part-time undergraduate students wishing to attend a conference or competition related to their area of study or professional development. To date, the 2011-2012 program has provided $52,074 in grants to enable 430 students to attend conferences and competitions.

**Refugee Student Program**
In March 1986, the students at the U of C voted to establish a student levy to sponsor a refugee student, through World Student Services of Canada (“WUSC”) in pursuit of a university degree. The fund, which is administered by the Refugee Student Board (RSB), has sponsored 21 students to date and will sponsor two students each coming year, providing a total of $47,000 of funding per student through four years of academic study.

**Faith and Spirituality Centre**
The SU provided the Faith and Spirituality Centre with a donation of new chairs and tables for the users of the Prayer Room to help them continue to engage with students, faculty and staff, by providing a comfortable place to gather and connect.
F. The Quality of Student Life

The SU as a Promoter of Student Engagement

The Students’ Union (SU) believes that the student experience involves more than just the classroom. The SU is dedicated to providing a wide range of health and lifestyle programs, events, resource centres, volunteer opportunities, information services, awards, facilities, business products and support to organizations like clubs to ensure that all the resources and choices are in place to create an excellent student lifestyle.

Information derived from the SU survey shows 82% of respondents agreed that events were inclusive and 72% of students were satisfied with the current line-up of events. 77% of students expressed the need for more information on events. The greatest level of interest focused on events with an academic focus and events supporting student groups and clubs.

SU Clubs

The SU continues to support opportunities for students to get involved in clubs, student societies and various student led activities on campus. With clubs for students involved in athletics, music, theatre, social issues, volunteering, religion, cultural issues, politics and academics, quite literally there’s something for everyone. The second week of both the fall and winter semesters are dedicated to student clubs and students can join one of the 293 clubs sanctioned and supported by the SU. Student clubs represent a significant network with membership exceeding over 20,000 students.

SU Clubs Leadership Summit

The SU endeavors to provide clubs with tools for success. In line with this objective, the SU Clubs Leadership Summit was envisioned as an opportunity for emerging student leaders to attend general professional development as well as specific skill-building sessions. This year’s summit was held on Oct. 15, 2011 at the MacEwan Event Centre. There were 62 delegates who attended sessions on event planning, fundraising, financial planning, team dynamics and other topics relevant to student clubs. Response was extremely positive. Students were particularly enthusiastic about the keynote address given by TEDx alumni and student leadership guru, Drew Dudley.

SU Clubs Awards

The SU recognizes great clubs for their contributions to the quality of student life on campus. With more than 290 SU sanctioned clubs on campus, students have endless possibilities to improve their leadership skills, make a difference in the lives of others, express themselves and network with fellow students of like interests.

A record number of 45 applications were received for the Eric Lahoda Memorial SU Clubs Scholarship this year, and the SU also received 87 applications for the SU Clubs Awards. The Lahoda Scholarship rewards individual excellence in club leadership. Ten awards of $1,000 each are distributed each year. Clubs Awards are designed to recognize collective excellence in team leadership, service, sustainable practices, advocacy and innovation. There are 12 awards of $250 each, that encourage the improvement of the quality of student life on campus. Club Awards Banquets are held annually in April to recognize the winners of the Club Awards and the Eric Lahoda Memorial SU Clubs Scholarship.

SU Events

The MacEwan Student Centre has the venues and the SU brings the events. SU events are categorized as mandated events, weekly events and special events.

Mandated events include annual celebrations like Orientation Week, Nogfest, Frostbite and Bermuda Shorts Day (BSD). During Orientation Week, the SU held a series of compulsory information sessions about the organization for first year students and sponsored a number of events. Through events like Campus Carnival, Night on the SU, and the Tailgate Kick-Off Party, the SU invested time in promoting the SU and all that it has to offer students in the areas of quality of education, quality of student life and advocacy efforts. The SU reached out to thousands of students during this week.

Nogfest, the seasonal celebration of the end of the fall term, saw students don their ugliest holiday season sweater. This annual fundraising event engaged hundreds of students throughout the first week of December, and is an opportunity for students and the SU to devote their energies to philanthropy. Programming for the week features several noon hour events including a
Santa photo booth (featuring a prominent student leader as Santa), a clubs gingerbread house-building competition, and a “decorate your own gingerbread man” booth. The SU raised approximately $1,500 for the food bank.

Frostbite is the event that helps students mark the start of the winter term. This year, nine teams totaling 100 students competed in this week-long event, participating in a variety of madcap competitions to compete for the grand prize of a ski trip. The event promoted camaraderie between students, irrespective of their faculty/resident/affiliated student organization, and promoted the growth of the community. It is a partnership between the SU, Alumni Association and the university’s Office of Student Leadership and Engagement. This will become an annual event.

Preparations are underway for the biggest celebration of the year – Bermuda Shorts Day or BSD on the last day of classes in April. Thousands of students come to hear some great music, dance and celebrate with friends and colleagues. The “Be a Smart Drinker” (BSD) campaign parallels the event and is designed to remind students to plan their day with designated drivers, Calgary transit or cabs. Strong partnerships with Calgary Police Services, Emergency Medical Services and a large contingent of SU security personnel ensure a safe environment for everyone.

Other special events included Faculty Wars, where the SU hosted three dodge ball tournaments in the Jack Simpson Gym. These nights of friendly, team-based competition and fun costumes attracted over 300 students per night who played for bragging rights and over $4,500 in prizing.

On the weekly event front, the SU operated Cinemania events attracting students to watch popular movies in That Empty Space every Monday night. Free yoga lessons led by professional instructors are offered over the lunch hour on Tuesday, Wednesday and Thursday each week of the academic year to increase the physical well-being of students. This is one of the most popular events, with the room routinely being filled to capacity. This has necessitated increasing the frequency of this event from once a week to three times a week over the last two years.

Health & Lifestyle

The SU continued to provide undergraduate students who do not have alternate supplementary health and dental care plans with access to a comprehensive set of health insurance benefits, vision care coverage, as well as dental coverage offered through a specific network of dental clinics located throughout Calgary.

Safewalk

The SU is a major sponsor of Safewalk, a service run by Campus Security with student volunteers who are available 24/7 to walk people safely to their destination anywhere on campus (including McMahon Stadium, Health Sciences, Student Family Housing, the Alberta Children’s Hospital and the University LRT station). The SU provides $12,000 in annual funding to Safewalk to help maintain this free service for students.

Off-Campus Housing

Safe and affordable housing can be a concern for undergraduate students. The SU’s Off Campus Housing site is designed to enable students to search for available accommodations from local landlords who wish to advertise their rental properties. It is also a resource for students wishing to find a roommate to share costs of accommodation.

‘Q’ Centre

The ‘Q’ Centre is a new resource centre for the gay, lesbian, bisexual, transgendered and queer (GLBTQA) communities here on campus. It provides a safe, supportive environment for those who need it while also offering educational programs, resources and volunteer opportunities.
The SU has been a campus leader in promoting awareness and actions on sustainability. As a result of the development of a Sustainability Policy, the SU has established the Students’ Union Sustainability Board (SUSB) to influence and effect environmentally sound and socially ethical decisions made in the SU. With the SUSB’s support and advice, SU departments and programs embarked on a three-year rolling action plan for the period of July 2010 to June 2013.

The SUSB is designed to carry out awareness and education programs to promote better understanding of environmental issues, such as energy management, new building and renovation, purchasing, site maintenance, transport and waste and water management.

On campus, the SU runs a beverage container recycling program. Containers are collected by four part-time mentally challenged staff who are paid from the proceeds of the SUSB fund and supervised by a case worker from the Developmental Disability Resource Centre. Beverage containers are picked up weekly by the VRRI (Vocational & Rehabilitation Research Institute). The SU also has a paper and cardboard recycle program, and has partnered with the U of C to have pre-consumer organics picked up from the Den and to properly dispose of mercury filled light bulbs.

After extensive consultation with students, food court vendors and sustainable product suppliers and with the support of the student Eco Club, the SU announced that the MacEwan Student Centre (MSC) food court has replaced styrofoam food packaging with a more environmentally friendly alternative. Respondents to a 2010 student survey overwhelmingly preferred the use of compostable containers (93.4% agree) and 77% were prepared to pay an additional 25 cents on a $7.00 meal to make this happen.

With the support and direction of the SUSB, this achievement is a testament to the undergraduate student community commitment to a more sustainable university environment.

As a follow-up to the “Styrofoam Free” launch, the SU and the SUSB announced the installation of 16 post-consumer organic waste bins throughout the MSC food court to reduce the amount of waste going to the landfill. The waste bins are intended for the collection of vegetable, meat and dairy waste as well as the compostable cornstarch clam-shell containers that are now common throughout the MSC food court.

The provision of waste bins in MSC is the result of a collaborative effort between the SU and the university’s Office of Sustainability. To increase use of the organic receptacles, a campaign has been developed to educate students about what materials can be composted.

The joint Electronic Bulletin Board Network project of the SU and NUTV, and with the funding support from the Quality Money program and sponsored in 2011-2012 Rogers/Cellcom Wireless, is a new and more sustainable way to communicate to students and the campus community. As a sustainability project, the launch resulted in the removal and reduction of 36% of the paper poster boards within MSC.

Since its inception in 1990, Students’ Union Volunteer Services (SUVS) has been providing volunteer opportunities and social services to students and other members of the campus community. Not only does it operate as a volunteer centre, connecting students with volunteer prospects both on and off campus, SUVS runs ten of its own volunteer programs, which are currently supported by about 325 volunteers and 11 part-time student coordinators.

Administrative Volunteer Program – 18 volunteers work at the SUVS front desk and assist the Coordinator of Volunteer Services with administrative tasks.
Alternative Spring Break – 20 Students spend Reading Week volunteering with a variety of community organizations and learning about volunteerism in Calgary.

Calgary Serves International – Run in partnership with the Centre for Community Engaged Learning, this program takes 24 volunteers to Costa Rica for two weeks to work on community projects.

Campus Food Bank – 12 volunteers provide emergency, seven-day food hampers to students and members of the campus community. Volunteers process clients, pack hampers and assist with general food bank operations. They also run Hunger Week events, the Holiday Food Drive, the Good Food Box program and the Adopt-a-Family program each year. Last year, 443 people were fed by this food bank.

Dr. Seuss in the Park – The only SUVS program that runs exclusively in the summer has 15 volunteers help promote literacy to children by hosting reading circles and themed activities in Riley Park every Saturday.

Into the Streets – 40 volunteers participate in group service-learning activities with various community organizations across the city.

Q Centre – The centre provides a safe and social space on campus for members of the GLBTQ community and their allies. 25 volunteers provide peer counseling as needed and assist with social events and general centre operations. They also run Sex Week events each year.

Students for Literacy – 35 volunteers provide one-on-one and group tutoring for learners with English as a second language or people with developmental disabilities drawn from the student body or the campus community. They also run the Toonie Book Sale each year. Last year, 36 learners were assisted.

Volunteer Tax Program – This program offers free income tax return preparation for members of the campus community who make less than $30,000 a year. 110 volunteers run all aspects of the preparation process. Last year, about 940 returns were processed.

Information Centre/Lost and Found - Located in the MSC south courtyard, the 25 centre volunteers provide information to members of the campus community and process lost and found items. It is the most frequently used SU service, with almost one out of every two students of those surveyed having used it.

SU Businesses

The SU as an Entrepreneur

In addition to the products and services of Bound & Copied, the SU operates other businesses in the MSC, the proceeds of which are reinvested directly into SU student programs, services, awards and events. 85% of students surveyed rated the SU level of services and businesses as ‘good’ or ‘excellent’.

Overall Student Satisfaction with Services

<table>
<thead>
<tr>
<th>Service</th>
<th>Very Satisfied</th>
<th>Somewhat Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel and Conference Funding (96%)</td>
<td>51%</td>
<td>45%</td>
</tr>
<tr>
<td>Campus Food Bank (95%)</td>
<td>43%</td>
<td>52%</td>
</tr>
<tr>
<td>Lost and Found (93%)</td>
<td>50%</td>
<td>43%</td>
</tr>
<tr>
<td>Volunteer Services (91%)</td>
<td>42%</td>
<td>49%</td>
</tr>
<tr>
<td>Support for Clubs (91%)</td>
<td>45%</td>
<td>49%</td>
</tr>
<tr>
<td>Q Centre (91%)</td>
<td>49%</td>
<td>42%</td>
</tr>
<tr>
<td>Information Centre (90%)</td>
<td>44%</td>
<td>46%</td>
</tr>
<tr>
<td>Ombuds Office (88%)</td>
<td>55%</td>
<td>33%</td>
</tr>
<tr>
<td>SU Scholarships &amp; Bursaries (86%)</td>
<td>39%</td>
<td>47%</td>
</tr>
<tr>
<td>Student Health and Dental Plan (83%)</td>
<td>34%</td>
<td>49%</td>
</tr>
<tr>
<td>Locker Rental Program (81%)</td>
<td>35%</td>
<td>46%</td>
</tr>
<tr>
<td>Off Campus Housing Website (81%)</td>
<td>38%</td>
<td>43%</td>
</tr>
</tbody>
</table>
**Stor**

The SU does convenience. Stor continues to increase the number of healthy alternatives available to meet students’ hunger needs. Stor carries a variety of organic and exciting new products and maintains student-friendly pricing. Stor is working to maximize its partnerships for great deals for students by offering specials, free product for clubs for their events and running promotions that have valuable giveaways for students. Stor continued to offer a 10% club discount to students who are active members of SU Clubs.

**MacEwan Conference and Event Centre**

The student-owned and professionally managed MacEwan Conference and Events Centre (MCEC) features 20,000 square feet of dedicated function and event space, including an 8,775 square foot hall and a 6,000 square foot ballroom with nine additional function rooms and breakout spaces, most with natural lighting. The Centre also features an additional 20,000 square feet of open concept spaces.

This SU venue plays host to a multitude of different types of events including large conferences, tradeshows, meetings, holiday parties, weddings, television productions and concerts. In addition to providing free space to accommodate student clubs, MCEC has hosted hundreds of events for both on and off campus clients, attracting thousands of people. The MCEC also rents table space in the MSC to provide non-profit organizations, student clubs, university organizations and external vendors access to the student market.

The events hosted by MCEC benefit students, the university and the local business community by generating hundreds of annual room nights for local hotels.

**The Den and Black Lounge**

The Den has been a student tradition for more than 40 years. The Den and Black Lounge are a regular hotspot for students. They offer two floors of food and beverages, dancing, indoor dining, an outdoor patio and a private area in the Red Room. Thursden at The Den continues to be “the” social activity on campus for students.

The Den focuses on offering great food and drinks at student-friendly prices in a relaxed, comfortable and safe atmosphere for patrons. The Den has introduced new menus (and more diverse burger specials) to cater to its younger student market.

**Mac Hall and Ballroom**

The SU-operated Mac Hall is one of Alberta’s biggest and best concert venues, having hosted hundreds of chart breaking artists from all corners of the entertainment world and attracting both on and off campus clients.

**Student Centre Tenants**

**The SU as Landlord**

As building manager of the Student Centre, the SU has facilitated a number of tenant agreements to support the undergraduate student lifestyle. The SU has operating agreements with 16 food court tenants, and 18 retail/service businesses, including six bank machines.
G. Affordability & Accessibility

The SU as an Advocate

The Students’ Union (SU) is focused on advocating for all undergraduate students on an affordable, accessible and quality post-secondary education experience. Affordable and accessible education, student debt, quality of education, campus services and safe and affordable housing are topics on which the SU lobbies and advocates on students’ behalf. Ongoing discussions with university administration and stakeholders and lobbying efforts with municipal, provincial and federal levels of government are targeted towards protecting undergraduate student interests.

Calgary Leaders’ Dinner

On Jan. 27, 2012 the SU hosted the first Calgary Leaders’ Dinner. In attendance were 42 student leaders from across campus and 15 of Calgary’s elected representatives from all three levels of government, including Premier Alison Redford. The dinner encouraged informal discussion between students and Calgary’s elected representatives. Student leaders brought forward their concerns about affordability. Key discussions included the federal government’s commitment to post-secondary education, the potential of provincial regulation for non-instructional fees and students’ need for affordable housing and public transit. The SU received excellent feedback from many attendees and is considering making the Calgary Leaders’ Dinner an annual event.

At the Federal and Provincial Levels

Provincially the SU is a member of the Council of Alberta University Students, (CAUS). CAUS is focused on improving Alberta’s post-secondary participation rates and university completion rates by lobbying government for:

- More non-repayable grants
- Regulation of non-instructional fees
- Improving debt relief for Alberta’s students

In February, exciting changes to the province’s student financial aid programs were announced. Starting on August 1, 2012 post-secondary students will be able to access student loans with fewer restrictions. CAUS has long advocated for the removal of parental income in student loan considerations and for increasing grants available to students. This announcement is a step in the right direction towards improving the student financial aid system.

In the provincial budget approved in March, Alberta’s student leaders welcomed increased investment in post-secondary institutions. The budget contains a two per cent increase for base operating funding for Alberta’s public universities, colleges, and technical institutes with a commitment to similar increases for the next three years. The funding boost follows three years of budget cuts and frozen operating grants despite increased cost pressures in Alberta’s post-secondary classrooms as enrolments increased during the economic downturn.

With a provincial election looming, CAUS and the SU are focused on candidates’ post-secondary platforms, ensuring that elections are more accessible to students by addressing onerous “ordinary residence” rules and getting students out to vote.

CAUS continues to lobby for the regulation of non-instructional fees after significant increases to these fees were approved by University of Alberta and University of Calgary (U of C) two years ago.

In 2011-2012 the SU’s VP External served as CAUS Chair and successfully built new student union partnerships across the country.

Federally, the SU is a member of the Canadian Alliance of Student Associations (CASA). Student Executives attended CASA to formulate the new leadership team for the year. In mid-November the SU participated in lobby week in Ottawa with CASA. CASA delegates had 115 meetings with MPs, senators and senior civil servants. This year’s federal advocacy efforts focused on:

- Eliminating parental contributions and exempting one vehicle from the Canada Student Loan Program needs assessment
- Increasing funding for Aboriginal Canadians by lifting the two per cent cap on the Post-Secondary Student Support Program
- Making smart amendments to Bill C-11 to ensure Canadian Copyright law allows for digital interlibrary loans, the circumvention of digital locks for non-infringing purposes, and the removal of the 30 day destruction clause for lessons that use copyrighted materials
- Encouraging international students to study in Canada by examining the feasibility of multiple-entry visas and through the elimination of the $150 fee international students must pay to work off campus

Get Out the Vote Campaign

The “Get Out the Vote” (GOTV) campaign focused on gathering U of C student contact information to help the SU make students aware of when to vote, where to vote, how to vote and why to
vote. The campaign is built on the premise that many politicians believe that students don’t vote.

Working with the University of Lethbridge SU and the University of Alberta SU, GOTV signed up over 10,000 of the 70,000 students represented by CAUS. Teams of non-partisan student volunteers will be making personal phone calls on and just before election day to ensure students, many of whom will be first-time voters in a provincial election, have all the information they need to cast their ballots on Apr. 23, 2012.

At the Municipal Level

Secondary suites continue to be one of the SU’s top municipal advocacy priorities. They are a popular form of affordable student housing, but there are many illegal suites that cannot be regulated by the City of Calgary and may not comply with the Alberta Building Code or the Alberta Fire Code. These are not safe alternatives for student accommodation.

While the political opportunity for substantive, city-wide changes was considerably diminished after the March 2011 bid for blanket legalization failed at city council, there were some positive incremental steps taken over the last year, including a pilot project for suite enforcement that emphasize safety concerns over zoning compliance. The SU welcomed these changes and will continue to push for the legalization of existing suites and the development of new suites to address students’ need for affordable housing.

At the University Level

The 2011 Student Survey assisted the SU in identifying the university issues that were important to undergraduate students.

Students identified the following in order of priority - Academic Staff (97%), Financial Aid (91%), Information Technology (89%), Student Services (88%), Library Resources (86%), Physical Infrastructure (83%) and Research (63%).

The SU has been diligent in representing student interests at the university level. Representation on the highest governing body at the University Board of Governors, the University Senate, the Alumni Board, various academic committees, steering committees, task forces on institutional learning plans and master plans for the Student Centre has ensured that the voice of undergraduates has been heard. The SU also provides input on the university’s business plan and budget to ensure transparency and accountability.

This year the SU was successful in suggesting a change to the university’s new strategic plan, Eyes High. Prior to the SU’s advocacy efforts, the draft of the plan did not emphasize the importance of teaching and learning, instead focusing mostly on research. The SU successfully advocated for the additional focus on teaching and learning as key academic considerations for undergraduates. These changes were reflected in the final version of Eyes High.

Tuition and Fees

The most significant success has been that the SU has negotiated to save all full time students $150 in fees next year! Rather than students paying the $450 originally scheduled for the General Non-program Fee, students will continue to pay only the $300 that was paid this year. That equates to about $3.6 million dollars collectively! In 2013/14 it will eventually increase to $450, but in the meantime the SU is working with the provost to ensure students get good value for their money, and that those who use it are held accountable. However, there are still problems with how these fees are established and approved. The SU is continuing to advocate to the provincial government for a student approval mechanism to ensure that student voices are heard before fees are levied on them. The purpose of the non-instructional fee is to improve student services on campus. University administration has acknowledged the need to review how this money is spent. The SU believes this funding should provide better services and is happy that university administration has committed to greater levels of accountability on this fee.

The SU never wants to see tuition increase, but also recognizes that costs increase over time. Students lobbied for the government to cap tuition at the rate of inflation, and the SU respects the cap because it encourages predictability, allowing students and their families to plan for the cost of post-secondary education. This year, the SU voted in favour of the 1.45% tuition increase at the Board of Governors to demonstrate a commitment to the tuition cap.

Study Space

In early November, the SU identified a growing concern among students about the quantity and quality of quiet study spaces on campus. The university, and in particular Dru Marshall, Provost and VP Academic was quick to respond, opening additional study spaces in the MacKimmie Library Block, extending hours at the Taylor Family Digital Library, and providing a web resource to inform students of available spaces in all buildings. This issue illustrates the importance of collaboration between the SU and the university to ensure broad communication across all networks. The SU will continue to monitor the collective student voice through social media outlets, to both ensure that appropriate study space is available and that the student body is widely informed.
**SU Fees and Financial Statements**

**The SU as a Financial Manager**

**SU General Fee**

All undergraduate students at the U of C are members of the SU, and are levied a membership fee to assist with subsidizing the organization’s annual operating and capital costs. As a non-profit organization, the SU returns all of its proceeds to students in the form of free or subsidized programs, services, and/or events.

The SU General Fee in 2011-2012 for full time students was $32.50 per fall and winter terms and $14.50 per spring and summer terms with part-time students paying lower fees. The SU General Fee comprises approximately 9% of the organization’s total operating revenues with the bulk of revenues coming from its various campus businesses. These represent some of the lowest student fees in the country. By way of comparison full time students at the University of Alberta pay student fees that are 10% higher per term (200% higher for spring and summer terms).

**Flow-Through Funding**

Based on previous student referendums, the SU continues to collect and disburse fees to organizations such as NUTV, The Gauntlet, Student Legal Assistance, and CJSW, based on submission and acceptance of their annual reports. The SU also collects a Library Assistance Fee to fund an endowment for the annual purchase of student learning materials. Elected members of the SU sit on the committee that identifies the student resources that the library may purchase.

The SU administers a fee on behalf of the Refugee Student Program. Students also contribute a small fee to both the Committee of 10,000 as well as SU Volunteer Services which helps subsidize volunteer operations such as the Campus Food Bank.

The SU only levies student fees in response to approved referendum questions (where undergraduate students vote in favour of establishing a particular fee). During the Oct. 27, 2011 by-election, undergraduate students voted to cancel the SU levy in support of the Women’s Resource Centre, since funding support for this university unit is now provided through the university-administered Student Services General Non-Program Fee.

**Optional Fees**

Students also may opt out of the SU Health and Dental Plan fee which provides students with a comprehensive set of health insurance benefits, supplementary to any provincial health care plan. Students can pay an optional Student Peer Assistance Bursary fee which creates bursaries for students in proven financial need.

---

**Fees and Levies – A Breakdown of what You Pay**

Full-time undergraduate students (except Medicine and Co-op/Intern) pay $55.50 per semester in SU fees and levies. The following is a fee breakdown for Fall/Winter sessions:

<table>
<thead>
<tr>
<th>Title of Fee</th>
<th>Full-time Fee</th>
<th>Part-time Fee</th>
<th>Approval Date (Referendum)</th>
<th>Fee Administered By</th>
</tr>
</thead>
<tbody>
<tr>
<td>SU General Fee (Operating/ Capital and Expansion) Fee</td>
<td>$32.50</td>
<td>$14.50</td>
<td>Mar-94 Mar-96</td>
<td>Students’ Union</td>
</tr>
<tr>
<td>SU General Fee</td>
<td></td>
<td></td>
<td></td>
<td>Subsidizes the operating and capital costs of the Students’ Union</td>
</tr>
<tr>
<td>Library Assistance Fee</td>
<td>$3.75</td>
<td>$2.00</td>
<td>4-Feb</td>
<td>Students’ Union</td>
</tr>
<tr>
<td>Student Legal Assistance Fee</td>
<td>$1.75</td>
<td>$1.75</td>
<td>1-Mar</td>
<td>Student Legal Assistance Society (Calgary)</td>
</tr>
<tr>
<td>Refugee Student Program Fee</td>
<td>$2.25</td>
<td>$1.00</td>
<td>10-Mar</td>
<td>Refugee Student Board</td>
</tr>
<tr>
<td>CJSW Fee</td>
<td>$5.00</td>
<td>$5.00</td>
<td>7-Feb</td>
<td>UofC Student Radio Society</td>
</tr>
<tr>
<td>NUTV Fee</td>
<td>$4.50</td>
<td>$4.25</td>
<td>9-Feb</td>
<td>NUTV Board</td>
</tr>
<tr>
<td>Gauntlet Fee</td>
<td>$4.50</td>
<td>$2.75</td>
<td>8-Feb</td>
<td>Gauntlet Publications Society</td>
</tr>
<tr>
<td>Volunteer Services Fee</td>
<td>$0.75</td>
<td>$0.30</td>
<td>3-Mar</td>
<td>Students’ Union</td>
</tr>
<tr>
<td>Committee of 10,000 Fee</td>
<td>$0.50</td>
<td>$0.00</td>
<td>-</td>
<td>Students’ Union’s Committee of 10,000</td>
</tr>
<tr>
<td>Health Plan Fee</td>
<td>$51.50</td>
<td>n/a</td>
<td>Sep-93</td>
<td>Students’ Union via the Undergraduate Health &amp; Dental Plan Office</td>
</tr>
<tr>
<td>Dental Plan Fee</td>
<td>$45.00</td>
<td>n/a</td>
<td>Sep-91</td>
<td>Students’ Union via the Undergraduate Health &amp; Dental Plan Office</td>
</tr>
<tr>
<td>Student Peer Assistance Bursary Fee</td>
<td>$10.00</td>
<td>$7.00</td>
<td>Mar-96</td>
<td>Creates bursaries for students in proven financial need (an optional fee)</td>
</tr>
</tbody>
</table>

The above table shows fees for full-time and part-time students who attend classes on campus in the Fall and Winter Sessions. Fees assessed in spring/summer, or for medicine, off-campus and co-op students are slightly lower.

The Post-Secondary Learning Act, P-19.5 2003 grants authority to the Students’ Union to collect student fees to fulfill its mandate of representing and serving students. The SU general fee is applied to the capital costs of MacEwan Hall and MacEwan ...
Student Centre, and subsidizes the general operating costs of the Students’ Union.

All current fees were first introduced through a referendum, and voted on by the undergraduate student body.

**U-Pass**
The U-Pass fee is not an SU fee, but is often mistaken for one. The U-Pass program is administered by the university through an agreement with Calgary Transit Authority. The U-Pass program provides full-time undergraduate and graduate students with a special transit pass that entitles them to full access to available transit services for the academic year. Students voted to continue the compulsory U-Pass program in a 2004 referendum. More information on the U-Pass is available at www.ucalgary.ca/UPASS/whatis.

**Operating and Financial Management**
The SU continues to carefully manage the percentage of student fees to total operating revenue without compromising the value of services and programs offered to undergraduate students.

The SU is a forward thinking organization that is often cited as a role model and leader for student unions in the country. The SU maintains a diversified and balanced range of revenue sources shielding it somewhat from major market fluctuations in industry or business sectors.

The SU’s major revenue source was from MacEwan Conference and Event Centre operations (18.11%) followed by a combination of revenue from tenants (14.96%), The Den (14.13%), concerts (11.73%), and retail operations (9.20%).

This financial management model enables the SU to create employment opportunities for students, provide a full range of business products, services and events to support student life on campus, support a broad range of student clubs and deliver a range of academic and student life programs at no charge to undergraduate students.

**Extra-Budgetary Approvals**
Section 131(1) of the Union Bylaw provides for an approval process related to expenditures that are outside of the Students’ Union Annual Budget, with extra-budgetary amounts between $0 and $5,000 requiring the approval of the General Manager, along with full and timely reporting of any such approval made to the Operations and Finance Committee.

An extra-budgetary amount of $5,000 for club funding was approved by the General Manager on Mar. 26, 2012, with reporting to the Operations and Finance Committee on Mar. 27, 2012. At the time of the extra-budgetary approval request the SU had 293 sanctioned clubs on its roster, up from 256 the previous year – a 14% overall increase in the number of SU-sanctioned clubs. Additionally, over 60 clubs were sanctioned during the past year, resulting in an 88% increase in requests for start-up funding. These increases to the number of overall and new SU-sanctioned clubs resulted in an additional $5,000 being approved for the club funding account.

**2011 Operational and Financial Overview**
Of the approximately $4.3 million received from student fees, the SU retains approximately $1.4 million to support SU administered programs and services. The approximate $2.9 million balance of fees is either held in reserve for third party organizations that students have voted through a referendum to provide assistance to (e.g., the tri-media group, Student Legal Assistance) or is held in reserve and administered by the Students’ Union for specific purposes (e.g., Library Assistance fee and Student Health and Dental Plan). The SU employs 47 full-time and 175 part-time employees, with an additional 324 volunteers who assist in many student programs.

The SU student fee to revenue ratio changes yearly depending on the number of students enrolled in the university, but at 8.86% it remains one of the lowest fee to service ratios of student organizations in Canada.

Approximately 91% of the SU’s total operating revenue for 2010-2011 was produced by the businesses the SU runs on campus; such ventures as:

- MacEwan Conference and Events Centre
- Bound & Copied, the used bookstore/copy centre
- Stor, the convenience store
- The Den & Black Lounge, the popular bar/restaurant/nightclub, and
- MacEwan Hall, the premiere concert venue
Financial Statement 2011

**REVENUE**
- Operating: 11,356,897.61
- Student fees and levies: 4,365,904.25
- Amortization of deferred contributions: 776,781.23
- Interest: 68,045.36
- Donations: 29,607.15
- **Total Revenue:** 16,597,235.60

**EXPENDITURES**
- Cost of providing services: 4,599,361.93
- Salaries: 4,738,314.65
- Operating: 3,084,573.40
- Interest: 308,216.69
- Amortization: 695,156.73
- Building operation: 312,749.80
- Student Services: 1,370,934.47
- Donations from restricted funds: 95,589.08
- **Total Expenditures:** 15,204,896.75

**Sources of Total SU Revenue ($16,597,235.60)**

**H. Partnerships**

**The SU as a Partner in Success**

While one of the SU’s roles is advocacy with the university to ensure student interests are represented in university decisions, there is an equally important role in working in partnership and ensuring mutual support of events and activities that benefit undergraduate students.

On events, the SU partnered with several university organizations, faculties and departments to build events and activities for students. This included:

- Alumni Relations for the Graduating This Year Events
- U of C Open House (more than 400 visitors to the SU booth)
- Orientation Week
- Clubs Leadership Summit
- Trick or Eat
- Last Lecture
- Frostbite
- Sexual and Gender Wellness Week
- Hunger Week
- TEDxUofC

The SU and the Centre for Community Engaged Learning partnered to present the second annual Hunger Week, Mar. 19 to 23. Designed to educate students about food security and healthy eating on campus, this year’s event included workshops on urban gardening, eating for specialized diets and cooking nutritious food on a budget. The highly successful opening event, which attracted more than 300 students, had the lunchtime denizens of MSC construct a “wall of hunger” by writing their food-related concerns on paper plates in exchange for a free mac n’ cheese lunch.

The TEDxUofC Event had an impressive line-up of ten speakers including well-known U of C Alumni astronaut Robert Thirsk and Discovery Channel personality Brian Keating. The theme, ‘Building a Legacy’, celebrated the entrepreneurial spirit, explored the passion behind ideas, and incorporated personal accounts of what drives and inspires successful individuals. The students that attended spent the day with these influential individuals to gain motivation and insight to inspire them to create their own legacy.
The SU also instituted regular meetings with Student and Enrollment Services to coordinate and report on partnership activities.

Through its formal SU partnership program, the SU provided a range of financial, communications and in-kind support to student and university activities. The SU supported and periodically co-managed events with Student and Enrollment Services providing in excess of $60,000 in financial support. The SU also financially supported university department programs, including Safewalk, Drum Circle, the Women’s Resource Centre and others, with contributions exceeding $15,000. Similarly the SU supported Alumni and Graduating This Year activities with a total contribution exceeding $5,000.

In addition, the SU provided significant in-kind support to university departments and organizations and students by offering the complimentary use of rooms in the MacEwan Conference and Event Centre and complimentary display tables in the MacEwan Student Centre. This support is offered to numerous departments and organizations such as Student and Enrollment Services, Career Services, the Native Centre, the Women’s Resource Centre and the Centre for International Studies as well the Residence Students’ Association, Dino Athletics, Centre of Community Engaged Learning and members of the Tri-Media group.

**The 69th Students’ Union Executive**

Dylan Jones, President

Matt McMillan, VP External

Patrick Straw, VP Operations & Finance

Ola Mohajer, VP Academic

Matt Diteljan, VP Student Life

April, 2012