As the 71st Students’ Union (SU) President, I am very proud 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 what the SU has accomplished and achieved in 2013-2014. It is because of the dedicated work of student leaders, management and staff of the SU that we have been able to do so much on behalf of the undergraduate community at the University of Calgary (U of C). Thanks to them, it was an exciting year for our SU and we had a blast! We’ve accomplished a lot for students and set up a strong foundation for next year’s SLC.

Like every year, 2013-2014 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 for a strong year. We focused on connecting with first year students to welcome them to our university, in order to keep them engaged throughout the year with events and the announcement of the results from our MacHall consultation last year.

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 tuition and fees, extended library hours, and even puppy rooms. Above all, it was a year of working hard to ensure that U of C undergraduate students had pride in their institution and had support from their SU in achieving their goals.

But I am most proud to have brought forward a proposal to have University of Calgary undergraduate students decide on the future of their MacEwan Student Centre (a.k.a. MacHall) through a referendum vote in the Students’ Union general elections. At the event we hosted last November to unveil the results of the MacHall consultation, 400 students were on hand to hear what students had to say about the future of the iconic 44 year-old facility. The event also unveiled 19 student recommendations for student-focused changes to the university’s plan, including number 7, which addresses the other sources of funding for the proposed project: “Finance the redevelopment of MacHall through a combination of public funds, fundraising, student contributions, and SU revenues from operations.”

What surprised me most about the consultation was how willing students indicated they were to contribute to the future of the of their student centre. Four in five participants said they are willing to pay something for the redevelopment within the range of $67 to $92 annually in student fees. That’s why I brought forward a proposal for the first increase to Students’ Union fees in 17 years: to allow students to decide what they want for the future of their student centre. Since I was first elected on the SU three years ago, I’ve fought against increasing costs and non-instructional fees levied on students without their approval. That’s why I believe that the proposed redevelopment should not move forward without students making the final decision on this fee. And, on Mar. 6, 2014, students voted in the referendum and told us they do not want any new or increased fees, so the referendum on the proposed creation of an MSC Building Redevelopment Fee wasn’t passed. The SU listens to students, so that means that no large scale redevelopment of MacHall will occur in the foreseeable future. We will continue to advocate on students’ behalf to have the ongoing maintenance issues addressed and we will continue to undertake minor, targeted renovations of the building financed via other means to extend the lifecycle of the existing facility.

Thanks to my executive colleagues, Emily Macphail, VP Academic; Conner Brown, VP External; Ben Cannon, VP Student Life; and Eric Temuende, 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 71st SLC.

Finally, to the undergraduates of U of C - thank you! It has been the greatest honour to serve as your SU president. I know you’re in good hands with the 72nd Students’ Union President, Executive and Council.

Raphael Jacob, 71st Students’ Union President
EXECUTIVE SUMMARY

In 2013-2014, the University of Calgary Students’ Union (SU) delivered a range of student programs, products, services, awards, and events. This annual report contains details on all of the SU’s activities over the past year.

To determine how the SU can better serve its membership, the 71st SU Executive team immersed itself in strategic planning sessions at the beginning of their term. The result was a comprehensive package of five key strategic directions, along with plans and campaigns that the SU implemented throughout 2013-2014. The Executive team was committed to an ongoing effort on advocacy, relationship building, and student engagement, and accomplished most of their key plans and campaigns during their term.

The SU recognizes the need for effective and timely communication of issues and initiatives, and continues to listen to its membership. Each spring, the SU conducts a survey to gauge University of Calgary (U of C) undergraduate student satisfaction and solicit feedback to help guide the organization. In 2013, 10.9 percent (or 2,807) of U of C undergraduate students participated in the survey.

To foster a sense of pride in the history of students’ investments, and in the SU as the steward of those investments, the SU unveiled a new environmental branding campaign in MSC, called “Celebrating 60 Years of Student Investment”. The campaign highlighted that the SU first began to collect a building fee in the academic year of 1953/54 with the goal of constructing a Students’ Union building. The campaign was designed to help students understand that many of the memorable experiences for undergraduates outside the classroom are the result of investments made by U of C alumni and of ongoing stewardship. The campaign was comprised of banners and large floor decals.

Student engagement reached an all-time high, as indicated by a record voter turnout in last October’s by-election to fill two vacancies. In the March 2014 election, more than 50 candidates were nominated and voter turnout increased to 28.8 per cent of eligible student voters.

To improve transparency, accountability, and accessibility in student governance, the 71st Students’ Legislative Council adopted a number of changes to its policies, which are now available on the SU website. To improve visibility to students, the SU took steps to improve communication. On the SU website, new webpages for the Den and Black Lounge were created and last fall, a new website for the MacEwan Conference and Event Centre was launched (www.macewancentre.com). The SU is responding to students’ needs by creating a mobile-friendly version of the SU website that is currently being accessed almost 60,000 times per year on mobile devices. As the website is redeveloped to improve mobile accessibility, it will improve the overall user experience of the SU website.

The SU acts as the building manager for MacEwan Hall and MacEwan Student Centre under the terms of their License of Occupation, Operating and Management Agreement with the U of C Board of Governors. The last five year term of the current operating agreement, first executed in 1999, ends in December of 2014. The agreement also provides for five, one year renewals which could extend the current agreement until December of 2019. These lengthy timelines allow the SU to negotiate in good faith until a new agreement with the Board of Governors is finalized.

The SU has made significant contributions to both the initial construction and for ongoing renovations and upgrades to MSC. The SU has invested more than $22 million in MSC. Improvements over the summer of 2013 include renovations to the space occupied by SU Clubs, two food court vendors, and upgrades to the east elevators. In addition, Smoke’s Poutinerie opened in the spring of 2014 in a space vacated by Prime Box Office.

In July, the SU published a report, “MacEwan Student Centre: The Future According to Undergraduates - Recommendations from the Undergraduate Student Consultation” which compiled the results of the previous year’s consultation with students. The report highlighted that four in five participants in the consultation indicated they were willing to pay something for the redevelopment through an annual increase in student fees. In November, the SU hosted an event to share the results of its consultation with students and the campus community. President Raphael Jacob brought forward a referendum question where U of C undergraduate students could decide on the future of their student centre by voting on whether or not to create a building redevelopment fee. The proposed MacEwan Student Centre Building Redevelopment Fee was $35.00 for full-time undergraduates and $17.50 for part-time undergraduates. In the March 2014 election, 61 percent of students voted against the proposed fee. The SU listens to students, so no large scale redevelopment of MacHall will occur in the foreseeable future. The SU is committed to addressing ongoing deferred maintenance issues to extend the lifecycle of the existing facility while discussions continue on the future of the student centre. The SU will continue to advocate for significant changes to the long-term plan for the building to align it with the needs and expectations of undergraduates.

A key focus of the SU in 2013-2014 was to continue to advance and improve programs, services, events and other efforts that enhance the quality of education for undergraduate students through awareness, involvement and advocacy. Through participating in the decanal review and search for the faculties of nursing and engineering, the Learning Technologies Task Force, and the International Task Force, the SU ensures that the student voice is heard. Some examples of how the SU supports academic programs and services are through a tutor...
The SU invests in bright ideas. Through the Quality Money program all members of the campus community are empowered to come forward with innovative ideas to improve the quality of education and the quality of student life at the U of C. Between 2003 and 2013, the SU distributed more than $15.5 million to campus groups. In 2013, the SU successfully negotiated a three year renewal of the Quality Money program with the Board of Governors. For the 2013-14 cycle, the SU received 24 proposals from members of the campus community for Quality Money initiatives. Approved projects will be implemented during the 2014-15 year.

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 financial challenges. The SU is one of the U of C's largest donors to student scholarships and endowments, and since 1970, the SU has contributed $6,926,778. Last year, student donations, through the Student Peer Assistance Bursary levy, led to $981,500 in bursaries distributed to 1124 deserving students. 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 2013-2014 program has provided $46,635 in grants to enable 311 students to attend conferences and competitions.

The SU promotes student engagement by enhancing the quality of student life. The SU continues to support opportunities for students to get involved in one of its 335 clubs on campus. Student clubs are a significant network, with membership exceeding over 20,000 students.

SU events are a significant part of enhancing the quality of student life. There are weekly events such as Cinemania and Yoga in the Space, special events such as Stress Less Week (including “puppy rooms”) and Sex Week, and annual celebrations such as Orientation Week, Nogfest, Frostbite, and Bermuda Shorts Day (BSD).

In addition, the SU partnered with several university organizations, faculties and departments to build events and activities for students. The SU supported and periodically co-managed events with Student and Enrollment Services, the Women's Resource Centre, the Alumni Association, Dinos Athletics, and others, contributing almost $47,000. Through the SU's partnership program, almost $80,000 of complimentary space in MacEwan Conference and Event Centre was provided to university units.

Since its inception in 1990, SU 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 supported by 306 volunteers and 12 part-time student coordinators. One such program is the Information Centre/Lost and Found, located in the MSC. It is the most frequently used SU service with approximately 5,000 questions asked, and 4,000 lost items turned in annually. SU Volunteer Services and the SU Campus Food Bank launched a free breakfast program for students this year which operated out the SU’s Q Centre.

The SU generates revenue in MSC, the proceeds of which are reinvested directly into SU student programs, services, awards and events. On average, the SU’s retail services received an 88 percent student-satisfaction rate, according to the SU survey. The SU's retail services are: Bound and Copied, Stör, the Den and Black Lounge, and MacEwan Conference and Event Centre.

In the 2013 survey, students indicated they are still most concerned about financing their academics. The cost of education, affordability of course materials, level of scholarship support, eligibility for student loans, and overall student debt levels are the top post-secondary issues that affect students at the U of C. The SU is focused on advocating for all undergraduate students on an affordable, accessible and quality post-secondary education experience. Managing student debt levels, increasing student financial aid, improving campus services and safe and affordable housing are just a few examples of the 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.

U of C students have not had an increase in SU fees since 1995. The SU General Fee comprises only 8.4 percent of the organization’s total operating revenues with the bulk of revenues coming from its various campus businesses. This financial management model enables the SU to create employment opportunities for students, provide a full range of products, services, and events to support student life on campus, support student clubs, and deliver a variety of academic and student life programs at no charge to undergraduate students.

Over the year, the Operations and Finance Committee approved an additional $26,500 related to expenditures that were outside of the SU’s 2013-2014 budget. In addition, the Operations and Finance Committee approved renovations to an empty space so that the MacEwan Conference and Event Centre main office can be relocated. The total cost of the renovation will be $240,347. The space currently occupied by the MacEwan Conference and Event Centre will become an expanded Q Centre in September 2014.

The SU is pleased to report solid financial results year to date, and expects to be in a position where it will meet budget at the close of its fiscal year on June 30, 2014. The 2014-2015 budget reflects a balanced budget with no increases to SU student fees.
THE STUDENTS’ UNION LISTENS TO STUDENTS

The Students’ Union (SU) conducts a survey each March and April to gauge University of Calgary (U of C) undergraduate student satisfaction, 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. At the same time, 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 values every response its membership submits and devotes significant resources towards collecting and 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

Response to the SU’s annual survey continues to grow. In 2013, 10.9 percent (or 2,807) of U of C undergraduate students participated in the survey.

75.4 percent of survey respondents fell into the 18-22 year-old age range; according to the University of Calgary’s 2013-2014 Fact Book the average age for U of C undergraduates is 22.3 years old.

The bulk of survey respondents coincide with the fields of study on campus that contain the greatest populations: the Faculty of Arts, 29.5 percent of all respondents, Science, 23.0 percent and the Haskayne School of Business at 11.9 percent.

ENGAGEMENT

Last year, 36.9 percent of students agreed it is “easy for me to get involved with the Students’ Union”. Generally, students who are striving to become more involved are looking for more opportunities to share their experiences with the SU and additional volunteer opportunities.

53.9 percent of students stated that they agree with the statement that “the Students’ Union is approachable”. The ‘Out of Office’ initiative, designed to create a more accessible and approachable face to the organization, seeks to address concerns that students do not know where the SU office is located, who they should contact, or what issues they can bring to the SU. 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 emails from the SU President, printed posters or banners, and word of mouth. By continually monitoring undergraduate preferences, the SU can ensure information is delivered in a format that suits students. The SU has 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.

The SU’s digital network of ten screens throughout MacEwan Student Centre (MSC) called The Loop, continues to be popular as a major method of communicating with students and visitors to MSC. In total, 70.3 percent of the SU’s survey respondents take notice of The LOOP at least once per week - a very healthy exposure rating.

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

To keep students, staff and faculty informed about upcoming events in MacEwan Student Centre (MSC), each week the Students’ Union created an electronic list of special events, called the “Snow Report”. It is displayed in the SU office and at the Information Centre/Lost and Found is distributed by email to interested tenants and stakeholders within MSC, and helps drive the focus of social media outreach each week.

TO FOSTER A SENSE OF PRIDE IN THE HISTORY OF STUDENTS’ INVESTMENTS, AND IN THE SU AS THE STEWARD OF THOSE INVESTMENTS, THE SU UNVEILED A NEW ENVIRONMENTAL BRANDING CAMPAIGN IN MSC, CALLED “CELEBRATING 60 YEARS OF STUDENT INVESTMENT”.

The campaign highlighted that the SU first began to collect a building fee in the academic year of 1953/54 with the goal of constructing a Students’ Union building. The initiative was designed to help students understand that many of the memorable experiences for undergraduates outside the classroom are the result of investments made by U of C alumni and of ongoing stewardship. The campaign launched on Jan. 8 and was comprised of banners and large floor decals. Through raising awareness, the SU hopes to foster pride in the programs, services, events, and businesses run by the SU in MSC for the benefit of students. More information on the campaign can be found at www.mymachall.com
THE THREE YEAR PLAN 2013-2016

Section 124 of the Students’ Union by-laws state that the Executives and General Manager shall develop a strategic plan that will prioritize and influence the SU’s allocation of resources. The plan shall include a mission statement, vision statement and guiding principles, and every three years a comprehensive review will be conducted of the strategic plan. In February 2013, a three-year strategic plan was developed by the 70th Students’ Union (SU) Executive. The executive team, along with the directors of student services and communications were involved in the review process. They reviewed similar organizations’ mission and vision statements and followed suggested best practices in the creation of the revised mission and vision statements. Here are the highlights:

**Our Mission**
The Students’ Union exists to serve and represent University of Calgary undergraduates.

We serve students with programs and activities that contribute to their well-being, academic success and rich extra-curricular life.

We represent the needs of students by advocating on their behalf to the university and government.

**Our Vision**
The Students’ Union ensures that undergraduate students have the best possible university experience. We are the definitive student voice on campus.

**Our Values**
These values are what we stand for and believe in, and will guide our behavior as an organization.

1. We strive to make decisions in the best interests of the student body and be responsive to the changing needs of students.
2. We practice responsible governance through transparency, accountability and consultation.
3. We believe that cost should not be a barrier to obtaining a quality post-secondary education.
4. We partner with campus stakeholders to foster engagement and enhance the student experience.
5. We celebrate and support diversity on campus.
6. We build our organization to meet future needs of students in a financially responsible and environmentally sustainable manner.
7. We value a respectful, professional and fun environment.

**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

**ANNUAL STRATEGIC DIRECTIONS FOR 2013-2014**

Throughout the summer months, the 71st Students’ Union (SU) Executive team immersed itself in strategic planning sessions to develop a picture of where the Students’ Union (SU) is today and how it can better serve its membership, the University of Calgary (U of C) undergraduate students. They completed an extensive environmental scan that looked at a range of influences that would impact decisions and directions to take this year. This included consideration of ongoing initiatives from the previous executive and their progress, feedback from students from the annual SU survey, the priorities from each executive’s election campaign and the broader student environment at the U of C. They discussed and identified ways to improve student centre facilities, influence university and government directions, ensure the financial strength of the SU, respond to significant and rapid technological advancements and ensure sustainable approaches in all that the SU does.

The Executive team have been committed to better utilizing existing student networks to provide undergraduates with opportunities to enhance the quality of their education and student life through SU programs, services, products and events and address post-secondary education affordability issues.
THE STUDENTS’ UNION’S STRATEGIC PLAN

The result of this planning process was a comprehensive package of five key strategic directions, along with plans and campaigns that the 71st Executive advanced through its 2013-2014 mandate. The five strategic directions are presented here with forward-looking language, as written in the summer of 2013.

The first key strategic direction relates to the MacEwan Student Centre (MSC). As the SU is the ongoing building manager, the desired outcome for this key direction is to ensure that the MSC meets and exceeds current and future student needs. The SU wants undergraduate students to be proud of their sustainable student centre and feel invested in its success because their input is valued. A key tactic to achieve this outcome is to ensure that the feedback received from students on the proposed redevelopment of MSC is incorporated into a new plan. A main priority of this Executive is to ensure that MSC continues to be run by undergraduate students. The SU will focus on renegotiating the building operating agreement to maintain the SU’s strong financial position to support student programs and services.

The second key strategic direction supports students’ Academic Experience through advocacy, supporting opportunities for research, education and career development, and encouraging excellence in teaching and scholarship. Accordingly, the SU will provide opportunities to broaden and strengthen the academic experience by recognizing research and by providing information and occasions to help students pursue research opportunities. Advocating for earlier availability of course outlines and improved exam scheduling are additional key tactics that the SU will use to contribute towards students’ academic success.

Affordability for Students is the third key strategic direction, focusing on the desired outcome of improving the affordability of undergraduate post-secondary education through effective government and institutional advocacy. The SU will work hard so that students have access to improved funding and programs, and are engaged in initiatives that support reductions to the cost of obtaining a quality education. Key strategies include increasing student input on tuition and fees, increasing political awareness and engagement of students, lobbying municipal candidates to make secondary suites a municipal campaign issue, increase accessibility of education-and research-related funding and award opportunities for students, and ensure that students have affordable options for course materials.

The fourth key strategic direction is Student Life and Engagement where the SU advocates for the mental, physical, and spiritual well-being of students and students. The desired outcome is that students are engaged in clubs, programs, events and services. The SU will work to encourage student involvement in programming that improves mental health, consult students about a fall reading week, and help students live off-campus safely by increasing awareness of tenant rights and safety.

Organizational Growth is the final key strategic direction. The desired outcome is that the SU continues to maintain and develop a sustainable organization with strong policies, procedures, operations, and governance that serves undergraduate student needs responsibly and efficiently. The SU will communicate effectively with its stakeholders through improved web pages and social media presence, a strong Out of Office campaign to support direct interaction with undergraduates, and integration of sustainable endeavours into all SU initiatives.

Under each of the above strategic directions for 2013-2014, 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.

This annual report to the community summarizes the progress made on the key directions and strategies. The 71st Executive accomplished the majority of their key plans and campaigns during their term.

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, advocacy 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 to act as a partner and student voice in the advancement of Eyes High, the U of C Strategic Plan, launched by President Cannon in September, 2011.
STUDENTS’ UNION ELECTIONS

Last October’s by-election to fill the two 2013-2014 Senate student-at-large representative vacancies attracted a record by-election turnout of 5.8 percent of eligible voters. 1,487 undergraduate students voted in the by-election, where nine students were nominated to contest the election; David Beninger and Ilyas Gora won the election, receiving 19 percent and 17 percent of the vote respectively.

On Dec. 3, 2013, Faculty of Social Work student Jamie Zarn was appointed to fill a Faculty Representative vacancy on the Students’ Legislative Council, until the end of the April, 2014 term.

Student voter turnout at the annual General Election is continuing to increase. In the March 2014 election, turnout increased by one per cent to 28.8 percent of eligible student voters with almost 7,400 students casting a ballot. Over the previous seven years, a range of 12 -27.8 percent of eligible students voted in the annual March elections.

In a referendum question, 57 percent of students voted against increasing the fee collected on behalf of CJSW 90.9FM and 61 percent of students voted against the Students’ Union proposal to create a MacEwan Student Centre Building Redevelopment Fee.

After weeks of campaigning and candidate forums, undergraduate students at the University of Calgary elected a new slate of student leaders for 2014-2015.
Jarett Henry is the new President-elect, capturing 36 percent of votes. Henry served as a Faculty of Arts Representative for the SU in 2013-2014. The new Vice President, Academic will be Hana Kadri, who had 55 percent of the vote. Levi Nilson will be the new Vice President, External, garnering 41 percent of the vote and Jonah Ardiel won the Vice President, Student Life with 43 percent of the vote. Adam Swertz takes on the role of Vice President, Operations and Finance with 54 percent of the vote.

Michael Smith won the Board of Governors position with 52 percent of the vote. The two Senate representative positions will be filled by Emily Macphail and Scott Vu taking 35 and 23 percent of the votes respectively. The positions of Faculty Representative Nursing and Faculty Representative Social Work remain vacant. Vacant positions are usually filled during the Students' Union's annual by-election in October.

Notably, the new team of capable young leaders will be engaged in strategic planning to take the Students' Union into the 2014 fall semester.

Newly elected officials will be sworn into office on Friday, May 2, 2014 at the annual Students' Union’s Colour Night. Over the summer months, this new team of capable young leaders will be engaged in strategic planning to take the Students' Union into the 2014 fall semester.

**NOTABLE LEGISLATIVE CHANGES**

This information is provided to meet the Students’ Union’s accountability requirement to report to its membership any legislative changes that significantly affect the student experience. The following changes were adopted by the 71st Students’ Legislative Council (SLC) to improve transparency, accountability, and accessibility in student governance. All Union Policy is now available on the SU website, making it transparent and accessible to all members of the university community.

- Union Bylaw amendments approved on August 20, 2013 resolved inconsistencies in the document and corrected grammatical errors.
- An ad-hoc committee, the PSLA Task Force, was struck to review the *Post-Secondary Learning Act* and consult undergraduate students regarding potential changes to the legislation that may occur in the future.
- The Students’ Union Sustainability Board (SUSB) was reformulated into the Committee on Sustainability Initiatives and the SU’s Sustainability Policy was revised to better support sustainability activities and initiatives on campus and to ensure that the student voice is represented on university committees related to sustainability.
- SLC established a new Policy Development and Review Policy, along with a Policy Proposal Submission Procedure to increase transparency regarding how the SU makes decisions and to give students the opportunity to submit policy ideas.
- Clubs Committee policy was amended to allow for the sanctioning of Academic Faculty Clubs, recognizing the contributions of large, faculty-based clubs on campus.
- Union Bylaw amendments approved on February 25, 2014 made a number of policy changes:
  - Nominations Committee is now delegated the responsibility for recommending appointments to fill vacancies on SLC, reducing the potential for real or perceived conflicts of interest.
  - The Committee on Academic Policy was repealed. Since its creation in 2010, the majority of the work under this committee’s mandate has been more successfully addressed at SLC and GFC Caucus, where broader student representation is possible. It was therefore deemed unnecessary to have a separate committee.
  - A new discipline process is more transparent and holds all SU elected and appointed officials accountable to Union Policy.
- A new SLC Complaint Procedure gives all members of the university community the ability and opportunity to hold SU elected and appointed officials accountable.
- Union Bylaw amendments approved April 1, 2014 repealed the Events and Communications Committee and formally delegated responsibility for marketing and communications activities to the Operations and Finance Committee. This change enables the SU to be more effective and efficient, in addition to ensuring that more students are consulted on SU marketing and communications activities.
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, a professional team of 50 full time staff, 220 part time staff, and 306 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 268,565 visits in the past year (an average of 22,380 visits per month). September 2013 was the busiest month with 36,584 visits. Over the past year, pageviews for the election web pages during the 2014 voting days have increased by 55 percent. The words: jobs, careers, and employment were among the top five search terms for the past two years with other words such as lockers and yoga being searched frequently. This winter, new webpages for the Den and Black Lounge were created at www.su.ucalgary.ca/den and last fall, a new website for MacEwan Conference and Event Centre was launched. www.macewancentre.com highlights the fresh, new brand, and contains new images of the venue and catering.

In 2012, the SU received Quality Money funding in the amount of $45,000 to develop a mobile application. In the meantime, the U of C accelerated their plan to create a mobile app, which the SU supports and will help promote to students. Visits to the SU website on a mobile device have increased by 74 percent, with iPhone users leading the pack with 51 percent of all mobile visits. However, the SU’s website is not easily read or accessed on mobile devices. As students’ needs for how they access information changes, the SU is responding by creating a mobile-friendly version of the SU website that is currently being accessed almost 60,000 times per year on mobile devices. The SU received approval from the Quality Money Committee to use the funding that was originally approved for the development of the mobile app to now be used to develop a mobile website. As the website is redeveloped to improve mobile accessibility, it will improve the overall user experience of the SU website. The website should be launched in time for the Fall 2014 semester.

COMMUNICATING WITH STUDENTS

The results of the SU’s survey suggested that some (15 percent) students may not feel represented as indicated by their believing that the SU has poor visibility, outreach and communication or not knowing what the SU does for students.

To improve visibility to students, the SU has taken steps to improve communication.

Introduced in 2011, the SU’s digital network of ten screens throughout MacEwan Student Centre (MSC) called The Loop, is a primary method the SU uses to communicate to students. 72 percent of the SU’s survey respondents take notice of The Loop at least once per week. Messages on The Loop that students notice most frequently involve the Den, Bound and Copied and concerts in Mac Hall. More than one third of respondents indicated they were inspired to seek more information after seeing a Loop message with their action being to either visit the SU website to get more details or to attend an event. This digital method of communication to students and the campus community resulted in the removal and reduction of 36 percent of the paper poster boards within MSC. The Loop has attracted the attention of many campus and student organizations as an effective communication tool, receiving positive feedback from staff and students.

In addition to The LOOP, students also prefer to receive messages from the SU through posters, flyers, banners and word-of-mouth. Specifically, survey respondents frequently requested more face-to-face communication with elected officials about SU events, programming, and advocacy.

The survey shows that the President’s email is one of the preferred methods of communication for students, so the SU President communicates directly to students by emailing a video message to students, starting at the beginning of the school year, and continuing to send the monthly video message to the
entire undergraduate population each month. The messages are increasing student engagement, and the website statistics indicate that there is an increase in traffic to the website immediately after the email is sent. Increases vary depending on the month, anywhere from 14 percent to a 95 percent increase in website traffic.

The Executives and the Students’ Legislative Council (SLC) use an ‘Out of Office’ campaign to communicate face-to-face with students on campus. 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.

An easy-to-use feedback button was added to the website to create a simple way for students to express their questions or concerns. Facebook and Twitter remain popular platforms to generate discussions. The SU is currently planning to reformat the website to improve usability on mobile devices which will enhance communication with students.

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/sponsorship.

The SU’s information and technology (IT) department has upgraded the software used in SU Volunteer Services. The new software takes advantage of current technologies, providing more opportunity to connect with volunteers, along with an easy to use administrative interface. Over the past year they replaced an aging file storage system with a high-capacity, fail-safe solution designed to handle and store the digital media produced by the SU now and for years to come. The popular interactive information directories in MacEwan Student Centre have now been enhanced with event and meeting information which automatically updates regularly. The IT department also upgraded the workstations used in Bound and Copied, greatly increasing reliability and efficiency in the consignment bookstore.
THE STUDENTS’ HOME - MACEWAN STUDENT CENTRE

THE STUDENTS’ UNION’S MANAGEMENT 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). The building serves as the centre of the legislative, executive and administrative arms of the SU, provides a range of programs 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’s facilities department is committed to the health and safety of students and campus community members within MSC. The SU operates a building maintenance department and cleaning services in MSC for the benefit and safety of all users of the student centre, as well as managing and funding the operation of the MSC loading dock for all MSC tenants.

The SU ensures the safety of all occupants with daily inspections and repairs of MSC. To help run the building for the benefit of all campus stakeholders, the SU has established policies, procedures and guidelines such as:

- space booking procedures for all public events in the common space and SU space
- the acceptable display procedure for advertising and signage; removing all unauthorized postings to keep the area tidy
- preventing unauthorized solicitation
- ensuring visual continuity of the food court through enforcement of kiosk design standards
- managing agreements with third parties (Tri-media, Safewalk, Student Legal Assistance, etc.)
- championing environmental sustainability guidelines
- procedures for partnerships
- governance of student clubs
- providing immediate response to building issues with a focus on damage mitigation, facilitating a quick return to service by coordinating actions required for cleanup and repair
- implementing a preventive maintenance program for the entire food court tenant exhaust system, grease traps, and sanitary lines

The SU has a dedicated facilities department to maintain and repair SU and common areas. For at least the last decade the SU has borne the cost of replacing common space furnishings and repainting the common area.

The SU serves a primary role in MSC 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 for the ongoing renovations and upgrades to MSC. The following graph shows how much money the SU has invested in MSC over the past ten years.

![Cumulative SU Investment in MSC](chart.png)

Improvements over the summer of 2013 included renovations to the space occupied by SU Clubs, two food court vendors and upgrades to the east elevators. The SU’s VP Operations and Finance, along with the Operations and Finance Committee, ensures that any renovations meet the needs of students.
The clubs area was the largest renovation this year, which included upgrades to accommodate a variety of club activities such as meetings, tutoring and lessons, small-scale activities and events. The “Clubhouse” redesign now includes communal space, bookable offices for meetings, club lockers, and additional storage space.

Upgrades to the east elevator in MSC were completed in December. This project was funded by Quality Money and ensures that the elevator meets all current and upcoming accessibility and safety codes, including lowered buttons for wheelchair access and LED-lit braille buttons for the visually impaired. The previous elevator cab was in poor condition.

As well, the redevelopment of two food court vendors, Bake Chef and Coffee Company, were completed in the summer of 2013. Through a rigorous selection process, students selected a new food court tenant to fill the space vacated last year by Prime Box Office. After reviewing nine proposals, the SU’s Operations and Finance Committee presented a shortlist of candidates to the Students’ Legislative Council (SLC). SLC selected and ratified Smoke’s Poutinerie as the new vendor. The popular vendor opened in the spring of 2014.

The Students’ Union is in discussions with university administration regarding the creation of a gender-inclusive washroom in MSC.

A major, three-phase project commenced in March, 2014, with an expected completion date of August, 2014. This project encompasses the renovation of three different spaces in MSC in order to address the changing needs of students and SU operations. The first phase involves relocating the MacEwan Conference and Event Centre (MCEC) offices to the former Women’s Resource Centre Space on the third floor of MSC. The second phase allows the former MCEC space, beside the Black Lounge, to be renovated to accommodate the new Q Centre. The final phase of the project would be to repurpose the current Q Centre space into an operations office for MCEC.

Both the Q Centre and MCEC have outgrown their current spaces and are having difficulty fulfilling their mandates as a result. MCEC is highly valued, as most of its paying customers are not students and thus their profits are not drawn from student wallets. While all MCEC revenue is re-directed into student services and programs, it is also an important student service. MCEC maintains the conference rooms, hall, and ballroom and
makes them available to SU-sanctioned student groups on a priority basis, free of charge or at a reduced rate. As a resource centre for the gay, lesbian, bisexual, transgendered, queer and allied communities, the Q Centre has been embraced by students, which has led to growing pains and difficulties with its current space. Although the centre is only 140 sq. feet, at peak times during the week there can be up to 20 people in the space.

**MSC LICENSE OF OCCUPATION, OPERATING AND MANAGEMENT AGREEMENT**

The SU acts as the building manager for MacEwan Hall and MacEwan Student Centre (MSC) under the terms of their License of Occupation, Operating and Management Agreement with the U of C Board of Governors. The last five year term of the current operating agreement, first executed in 1999, ends in December of 2014. The agreement also provides for five, one year renewals which could extend the current agreement until December of 2019. These lengthy timelines allow the SU to negotiate in good faith until a new agreement with the Board of Governors is finalized.

The SU has begun discussions with university administration about the process for renegotiating the operating agreement for MacEwan Student Centre and MacEwan Hall. The SU’s President, VP Operations and Finance, and General Manager have met regularly with university administrators including Vice President (Facilities) Bart Becker, Deputy Provost Kevin McQuillan and Vice Provost, Student Experience Susan Barker to share information related to the SU’s operations and the student centre. The SU and university administration will continue to meet to share information, review proposals and find common ground in the negotiation process.

**BREAKDOWN OF SPACE IN MSC**

MacEwan Hall and MacEwan Student Centre (jointly referred to interchangeably as either MSC or simply “MacHall”) is almost 400,000 square feet. In the building, the SU has 29 percent of the space and manages the common areas.

The SU uses its space in MSC to provide low-cost, high-value retail services for students such as Stör, The Den, and Bound and Copied. As well, the SU uses its space to provide services to meet the needs of students such as the Campus Food Bank, the Info Centre/Lost & Found, and the Q Centre. The SU also provides space for students and student organizations in the east and west club spaces, council chambers, That Empty Space, and the South Courtyard Stage. Thousands of student events are held in the MacEwan Conference and Event Centre. Finally, the SU uses some of its space in MSC to generate revenue to fund student programs and services.

Revenue is generated through leases with food and retail vendors, and through the MacEwan Conference and Event Centre (when not being used for student events). To administer programs, services and businesses, office space is provided for the SU, SU Volunteer Services, and the MacEwan Conference and Event Centre.

**BREAKDOWN OF SPACE IN MSC**

<table>
<thead>
<tr>
<th></th>
<th>Common Space</th>
<th>Students’ Union</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Board of Governors</strong></td>
<td></td>
<td></td>
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<tr>
<td>4th Floor</td>
<td>Exam Centre, Peer Helper Office, Student Accessibility Services, Women’s Resource Centre</td>
<td></td>
</tr>
<tr>
<td>3rd Floor</td>
<td>Dental Choice, Multi-Faith Chaplains’ Centre, The Native Centre, SU Wellness Centre, GSA’s The Last Defence Lounge</td>
<td>Seating Areas, The Gauntlet, CJSW, NUTV, Health &amp; Dental Plan Offices</td>
</tr>
<tr>
<td>2nd Floor</td>
<td>Campus Security/Safety Services, Centre for Community-Engaged Learning, International Student Centre, Leadership and Student Engagement, Campus Ticket Centre, Food Court – Tim Hortons, Pizza 73</td>
<td>North Courtyard, South Courtyard, Food Court – seating, Information Centre/Lost &amp; Found, Q Centre, Students’ Union Offices, SU Clubs MSC West, SU Volunteer Services &amp; Food Bank, Retail, Stör - Convenience Store, Varsity Pharmacy, Food &amp; Drink, Food Court – all except Tim Hortons, Pizza 73, The Black Lounge, Council Chambers, MacEwan Conference and Event Centre Meeting Rooms &amp; Office</td>
</tr>
<tr>
<td>1st Floor</td>
<td>Career Services, Microstore, Renert Centre, University Book Store, Starbucks</td>
<td>Loading Dock, Student Nickel Copiers, Food Court (Jugo Juice, Subway, Opa!), The Den, Bound &amp; Copied, Travel Cuts, Witchcraft Hair Salon, Campus Florist, Atomic Jewelry, Campus Vision, MacEwan Hall A &amp; B, SU Clubs East, That Empty Space</td>
</tr>
<tr>
<td>Bsmt</td>
<td>Parkade</td>
<td></td>
</tr>
</tbody>
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THE STUDENTS’ HOME - MACEwan STUDENT CENTRE
MACEWAN STUDENT CENTRE MASTER PLANNING

MacEwan Student Centre (MSC or MacHall) serves a campus population of approximately 40,000 people and welcomes more than 100,000 visitors a week during the busy fall and winter semesters. As building manager, the Students’ Union (SU) operates retail services to generate profits helping to fund its student programs, services and advocacy. However, parts of MSC are more than 40 years old and work needs to be done to update deteriorating systems. In responding to these issues, the university created a long term vision and a Master Plan for the student centre, published in November 2011, which calls for a major redevelopment of the building, with a proposed project cost topping $150 million.

Comprised of key stakeholders including the Students’ Union, Graduate Students’ Association, Student and Enrolment Services, Residence and Ancillary Services, and Facilities Management and Development, the MSC Master Plan Steering Committee tasked each stakeholder with consulting their respective members or staff. The SU developed a campaign and consultation plan with two key objectives, first, to raise awareness among the campus community about the proposed redevelopment and the associated costs and second, to consult at least 25 percent of undergraduate students to get their feedback and opinions on the redevelopment plans.

The consultation began in October of 2012 with a series of town halls, focus groups, and the launch of an interactive display called the Redevelopment Compass, an 80-question online survey as well as brief interviews with students in MSC. The SU received a total of 6,350 responses, exceeding their goal of reaching 25 percent of undergraduates.

The information generated during the consultation was compiled and analyzed to produce 19 recommendations for the MSC Master Plan. As published on Jul. 31, 2013 in the report, “MacEwan Student Centre: The Future According to Undergraduates - Recommendations from the Undergraduate Student Consultation”, the 19 recommendations suggest changes necessary to better align the vision for the future of the building to meet the needs and expectations of undergraduates. The full report is available at mymachall.ca

Several of the recommendations addressed sources of funding for the project, suggesting a variety of funding mechanisms to pay for the project including student fees. Four in five participants in the consultation indicated they were willing to pay something for the redevelopment, within the range of a $67 to $92 annual increase in student fees.

THE FUTURE OF MACHALL EVENT AND THE BUILDING REFERENDUM

On Nov. 7, 2013 the Students’ Union hosted an event to share the results of its consultation with students and the campus community. More than 400 students attended the event, which highlighted the recommendations arising from the report and outlined the history of student investments in MacEwan Student Centre and MacEwan Hall. President Raphael Jacob announced that he would bring forward a proposal to have students vote on a referendum question regarding the creation of a building redevelopment fee during the SU General Election on Mar. 4 to 6, 2014. The proposed MacEwan Student Centre Building Redevelopment Fee was $35.00 for full-time undergraduates and $17.50 for part-time undergraduates. 61 percent of students voted against the proposed fee in the SU General Election.

The SU is committed to addressing ongoing deferred maintenance issues to extend the lifecycle of the existing facility while discussions continue on the future of the student centre. The SU will continue to advocate for significant changes to the long-term plan for the building to align it with the needs and expectations of undergraduates.
ENHANCING THE QUALITY OF EDUCATION

In the Students’ Union (SU) survey, when asked what events the SU should host, 51.9 percent of respondents chose academic support events as their top priority. Here are some examples of how the SU supports academic programs and services.

**Tutor Registry**
The SU Tutor Registry is an online, searchable database of qualified undergraduate students and alumni offering tutoring services in a variety of subject areas. Launched in January of 2012, the registry now has almost 70 individuals registered as active tutors, all who have obtained an A- or higher in the courses they tutor and an overall GPA of 3.0 or higher.

**Online Exam Bank**
Launched by the SU in 2010, the Exam Bank offers 11,284 pages of exams. Students can access these digital resources via the Internet.

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

**Lockers**
So that students don’t need to carry around their books, laptops, gym clothes and everything else they need during the day at the U of C, the SU offers an affordable, campus-wide locker program to all current undergraduate students. It is administered through the SU’s used bookstore, Bound and Copied, and approximately 6,000 lockers are available throughout campus.

The SU rents out lockers on a first come, first served basis and oversees the repairs, maintenance, and semi-annual cleaning of the lockers.

**Library Endowment Fee**
The Students’ Union collects a yearly fee of $10 per full-time undergraduate student directed toward the 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, to book repair and to extending library services. Book plates acknowledging the donation are affixed to the books and undergraduate students are hired to fill non-professional positions created through the donation.

This year, the SU’s Vice President Academic met with the associate university librarian to review the allocation of the funds for the 2013-2014 academic year. Currently, of the $100,000 generated by the levy for the year, 50 percent is allocated toward purchasing textbooks identified as essential for undergraduates (including at least one copy of assigned textbooks that cost over $100), 15 percent is allocated to demand-driven acquisitions (purchase of e-books as activated by patrons), 25 percent is allocated toward service support (including extended library hours and materials repair), and 10 percent will go towards new resources. The Vice President Academic selected, from suggestions offered by the library, which new resources the levy would fund. This year, $10,000 will go towards a license for Colourbox, a website that allows subscribers to download a certain number of images per month for non-commercial use, such as class assignments.

**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, Duncan W. McDonald was appointed in February 2013. The Ombudsperson provides guidance and advice to students facing academic or non-academic misconduct proceedings and makes recommendations, where appropriate, for changes in university policies and procedures.

ADVOCATING FOR EDUCATIONAL EXCELLENCE

A key focus of the SU in 2013-2014 was to continue to advance and improve programs, services, events and other efforts that enhance the quality of education for undergraduate students through awareness, involvement and advocacy.

**Decanal Searches and Reviews**
Dr. Dianne Tapp, the dean of the Faculty of Nursing, requested consideration for reappointment in April 2013. An Advisory Decanal Review Committee was formed in order to advise President Elizabeth Cannon on whether Dr. Tapp should be reappointed. The SU’s Vice President Academic sat as the undergraduate student representative on the committee.

The SU created a survey to collect the opinions of nursing students regarding Dr. Tapp. This survey was distributed and advertised electronically via the SU, as well as through the Graduate Students’ Association, and Faculty of Nursing alumni. The survey was completed by 85 undergraduate students. This feedback was compiled and taken back to the Review Committee by the Vice President Academic. The final decision of the committee was to recommend to President Cannon that Dr. Tapp be reappointed for a second term as dean.
Dr. Guy Gendron stepped down as the dean of the Faculty of Engineering in June 2013 and an Advisory Decanal Search Committee was formed. The SU’s Vice President Academic sat as the undergraduate student representative on this committee and undertook consultation with Engineering students via both the SU’s Schulich School of Engineering Faculty Representatives and the Engineering Students’ Society, as well as a co-hosted town hall. Bill Rosehart, who served as interim dean since June 2013, was appointed as dean effective April 1, 2014.

Learning Technologies Task Force (LTTF)
The LTTF is a General Faculties Council (GFC) working group set up to determine a strategic plan for learning technologies at the U of C. The SU’s Vice President Academic is the undergraduate student representative on the task force. The LTTF will present its strategy document at the May GFC meeting.

Facilities and Information Technology Committee
This GFC subcommittee was suspended for the 2013-14 academic year due to changeover in university administration. The SU’s President and Vice President Academic have advocated tirelessly to have this committee reinstated so that campus stakeholders, including students and academic staff, can have the opportunity to provide feedback and be consulted on proposed changes to physical spaces and IT infrastructure on campus, including student issues with deferred maintenance priorities and Wi-Fi access. The Provost has committed to reinstating this committee at the June GFC meeting.

International Task Force
As the result of feedback to university administration’s report on a third-party provider option in regards to the recruitment strategy to increase the number of international students at the University of Calgary, the International Task Force was reconstituted and expanded to further investigate options for recruitment services, foundations/pathways programs, and cultural transition support for new international students. Prior to the launch of the institution’s International Strategy, the SU President sat on this task force. To allow for broader student representation and additional perspectives, the SU’s Vice President Academic joined the taskforce in Winter 2014. The task force will present a new international undergraduate recruitment strategy proposal to GFC for approval in April 2014.

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 issues uncovered in 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 by encouraging students to evaluate their professors.

Teaching Excellence Awards (TEA)
The SU administers the Teaching Excellence Awards, which recognizes teachers and teaching assistants who make significant contributions in assisting undergraduate students to reach their potential. TEA is one of the only campus-wide recognition program for instructors who make a long-lasting impact on students. Most importantly, students determine the nominees and winners.

In the 2013 fall semester, 384 students nominated approximately 120 instructors (professors and teaching assistants) for Teaching Excellence Awards. The nominations resulted in 57 classroom visits reaching approximately 1,140 students. For the first time ever, the SU also received a nomination for a professor at the Qatar campus. In the 2014 winter semester, 185 students nominated 84 instructors (professors and teaching assistants). The nominations resulted in 48 classroom visits, reaching approximately 960 students. After reviewing comments from students over the two semesters, the SU Teaching Excellence Awards Committee selected winners for the year.

On Apr. 23, 2014, the SU will honour faculty members and instructors for their commitment to student success at its annual Teaching Excellence Awards ceremony. Winners of the Teaching Excellence Award will receive a keepsake and a framed certificate. In addition, the Students’ Union will make a $5,000 donation in recognition of the winners to the Taylor Institute for Teaching and Learning. A list of winners can be found on the SU website at www.su.ucalgary.ca/tea/winners.
THE STUDENTS’ UNION PROVIDES ACADEMIC SERVICES AND PROGRAMS

QUALITY MONEY

The Students’ Union Invests in Bright Ideas
A unique partnership between the SU and the U of C Board of Governors, the Quality Money program is at the core of what sets the U of C apart from other post-secondary institutions. Quality Money is built on the foundation of partnerships and creating pride in the institution by empowering 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.

Quality Money empowers student leaders to select projects for funding that they believe will enhance the student experience.

The application process incorporates the U of C’s Eyes High strategic vision to ensure that all projects support not only SU goals, but also those of the university. Furthermore, the SU has formalized the evaluation metric that the committee uses to decide on projects to include each project’s alignment with the shared goals of the campus community.

Between 2003 and 2013, the Students’ Union distributed more than $15.5 million to campus groups as part of the Quality Money program at the U of C. In addition, there have been 33 faculty-specific projects approved by the Students’ Union under the Campus Improvement Fund, totaling approximately $500,000.

In 2013, the SU successfully negotiated a three year renewal of the Quality Money program with the Board of Governors. For the 2013-14 cycle, the SU received 24 proposals from students and other members of the campus community for Quality Money initiatives. Approved projects will be confirmed by the end of March and will be implemented during the 2014-15 year. For a complete list of previous Quality Money initiatives, please visit www.su.ucalgary.ca/qualitymoney.

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. Participation increased slightly this past year; there were 56 successful applicants in the program. The SUPER Work program is a Quality Money initiative that was originally a three-year program, however this year the Quality Money Committee extended the program for another three years.

ACADEMIC EVENTS

Leaders Hall
The SU is proud to be one of the four founding members (the others being SAIT Students’ Association, Mohawk Students’ Association, and Gallivan & Associates) of Leaders Hall – a professional and personal development conference for elected student leaders across the country.

Deans’ Dinner
The annual Deans’ Dinner, held on Oct. 23, 2013, provided an opportunity for student elected officials, deans, and senior administration to interact in a less formal environment and set a positive tone for the year ahead.

Undergraduate Research Symposium
The 2013 SU Undergraduate Research Symposium was held Nov. 28 in MacEwan Hall. This event showcased undergraduate student research and recognized achievement across all faculties. One hundred students were selected to present their projects during the event and were eligible to receive a number of awards ranging from $500 to $1,000. This year the SU received a record number of over 170 applications to participate in the symposium. More than 200 members of the campus community took time to visit the symposium.

In front of a crowd of 110, more than $20,000 was awarded to undergraduate researchers at a special ceremony on Dec. 4, 2013. The winners of the 8th annual SU Undergraduate Research Symposium were announced in 14 different categories. A team of 50 judges made up of faculty and staff from the University of Calgary had the difficult task of determining the best projects.
THE STUDENTS’ UNION PROVIDES
ACADEMIC SERVICES AND PROGRAMS

ACADEMIC FUNDING

The Students’ Union’s Award Funding
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.

The SU is one of the U of C’s largest donors to student scholarships and endowments. Since 1970, the SU has contributed $6,926,778.

Last year, student donations, through the Student Peer Assistance Bursary levy, led to $981,500 in bursaries distributed to 1124 deserving students.

The SU administers the Eric Lahoda Memorial SU Clubs Scholarship which rewards individual excellence in club leadership. Ten awards of $1,000 each are distributed annually.

In addition to awards directly administered by the SU, several awards are funded by the SU but 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 shared in a donation of more than $19,000 to the community from the SU. Recipients include:

1. The Calgary between Friends Club
2. Foothills Academy Society (Camp Amicus)
3. Arusha Centre – Senior Swap
4. Association for the Advancement of Science and Engineering Education
5. Wellspring Calgary
6. Easter Seals Camp Horizon
7. Connections Consulting and Counselling Foundation
8. CommunityWise
9. Alberta Animal Rescue Crew Society

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 2013-2014 program has provided $46,635 in grants to enable 311 students to attend conferences and competitions, nationally and internationally.

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 University Service of Canada (“WUSC”) in pursuit of a university degree. Administered by the Refugee Student Board (RSB), the fund has sponsored 26 students to date and will sponsor two students each coming year, providing a total of $53,000 of funding per student through four years of academic study. The Refugee Student Program also receives some generous in-kind funding (tuition, residence, meal cards, etc.) from the U of C to help subsidize the cost of sponsoring first and second-year students.

The Refugee Student Program enables individual refugees to pursue their education and a better life in an environment free of violence and fear.

It also offers students and faculty on Canadian campuses a unique opportunity to learn first-hand about refugee and development issues. Students come from refugee camps in Ethiopia, Sudan, Liberia, Rwanda, Kenya, and Malawi.
THE STUDENTS’ UNION PROMOTES STUDENT ENGAGEMENT

ENHANCING THE QUALITY OF STUDENT LIFE

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, products, and support to organizations like SU clubs to ensure that all the resources and choices are in place to create an excellent student experience.

SU survey respondents selected their favorite events and, as in previous years, Bermuda Shorts Day continues to be the SU’s most popular event, attended by 67.2 percent of survey respondents. Orientation Week/Kick-Off, Clubs, Thursden and concerts in Mac Hall are also very popular.

STUDENTS’ UNION 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, there’s quite literally something for everyone. The third week of both the fall and winter semesters are dedicated to student clubs and students can join one of the 335 clubs sanctioned and supported by the SU. Student clubs represent a significant network, with membership exceeding over 20,000 students.

As well, the SU continues to improve communications with clubs through ClubHub – software that improves club management and communication by providing online forms, discussion boards, and web space to help clubs easily build their own websites. Approximately 93 percent of the SU’s clubs have already been trained on the new system and the SU has experienced a 90 percent reduction in the amount of paperwork generated by the club office due to the online nature of all of the clubs forms.

The SU club space in MacEwan Student Centre was renovated over the summer of 2013 with money awarded by the Quality Money Program. The “Clubhouse” redesign now includes communal space, bookable offices for meetings, club lockers, and additional storage space. A new, appealing and comfortable common area was created to invite clubs to make the clubs area central to their club activities and promote socialization as well as work. The renovation includes a large meeting room with movable furniture and when not in use, this room opens up to serve as an extension of the common area. There are also flexible study and work spaces that double as social spaces. The most notable feature of the renovation is the natural light that was created by exposing the many walls of windows that were previously obscured by offices. The renovation also increases storage options for clubs, and all spaces are fully accessible to all students, including those with mobility issues.

### Clubs by the numbers

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<table>
<thead>
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<tbody>
<tr>
<td>Total Clubs</td>
<td>335</td>
</tr>
<tr>
<td>Total Student Membership</td>
<td>Approx. 20,000</td>
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<tr>
<td>Club Events</td>
<td>2,000+</td>
</tr>
<tr>
<td>Club Funding Budget</td>
<td>$35,000</td>
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</tbody>
</table>

Clubs Week and Clubs Showcase

Held in the third week of both September and January, these events were enthusiastically embraced by clubs. In total, 200 clubs participated during the weeks, and thousands of students received information on how they can become more involved in their university life.

Due to the extremely large number of SU sanctioned clubs, the Winter 2014 Clubs Week was moved to MacEwan Hall. Over 150 SU clubs were on display at any one time during the Showcase from Jan. 13 to 16. Participating clubs provided opportunities for students to meet people with similar interests, gain volunteer and leadership experience, and to become more engaged with the campus community.
THE STUDENTS’ UNION PROMOTES STUDENT ENGAGEMENT

Academic Faculty Clubs
The SU has approved changes to its club policies that now allow clubs that meet specific governance criteria to be sanctioned as Academic Faculty Clubs (AFCs). One club from each faculty may be sanctioned as an AFC. This new club designation recognizes the unique contributions made by large scale clubs that represent and serve all students in a faculty.

Students’ Union Club Awards and Eric Lahoda SU Memorial Scholarship
The SU recognizes great clubs for their contributions to the quality of student life on campus. With 335 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 Club Awards Banquet is held annually in April to recognize the winners of the SU Club Awards as well as the Eric Lahoda Memorial SU Clubs Scholarship.

SU Club Awards are designed to recognize collective excellence in team leadership, service, sustainable practices, advocacy and innovation. There are 12 awards of $250 each in various categories to encourage the improvement of the quality of student life on campus. This year the SU received 93 nominations for the awards.

The Eric Lahoda SU Memorial Scholarship rewards individual excellence in club leadership. Ten awards of $1,000 each are distributed every year. A total of 43 applications were received for the scholarship this year.

STUDENTS’ UNION 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).

Promoting literacy to children, the annual Dr. Seuss in the Park program ran for 10 Saturdays from June to August. The volunteers read to an average of 23 children per week in Riley Park – an increase over last year. Due to a successful social media campaign, the coordinators were able to spend more time with the children and less time promoting the program. By hosting the program on campus for two days, the volunteers also helped the evacuees who were on campus in residences during June’s flood.

On Sept. 1, elected officials from the SU marched in the Calgary Pride Parade in support of the SU’s Q Centre, the Queers on Campus Club, and LGBTQIA community. The Gauntlet reported there were an estimated 35,000 people who attended the parade.

The first week of September boasted another successful Orientation Week for the SU. The SU hosted six popular booths at the resource fair featuring volunteer opportunities, part-time job openings, Q Centre promotion, and other valuable SU programs and services. SU student staff and elected officials gave out 600 day planners, 500 reusable cloth shopping bags, and 2,400 of the highly-coveted blue SU sunglasses. The following evening, the Night on the SU was attended by approximately 400 students who had fun competing for prizes by participating in some fun games before the movie. Popcorn and a showing of Anchorman topped off the night. As well, the executives hosted 10 orientation sessions where thousands of first year students learned about the SU and their programs, services and advocacy. The executives starred in a video production that highlights key SU programs and services, and welcomes students to campus. At the end of the week, a great turnout of more than 800 people attended the first-year’s private concert in MacEwan Hall featuring Hollerado and opening act, Kim Churchill. The concert was sponsored by the SU and U of C’s Leadership & Student Engagement.
From Dec. 2 to 6, the SU’s new **Stress Less Week** aimed to relieve late-semester student stress. Approximately 2,400 students participated in Stress Less Week activities, which included pet therapy (also known as “puppy rooms”) in partnership with the Pet Access League Society (PALS), destruction therapy (using kinetic sand), exercise therapy, art therapy, a carnival, and Pajama Day. Over 1,000 students alone participated in pet therapy. The SU also distributed 750 “de-stress” packs to studying students, each containing healthy snacks, earplugs, pencils, peaceful music downloads, and stress balls, with an additional 750 “de-stress” packs distributed during the Winter 2014 exam period. Based on student feedback, the contents of the packs were updated, and 50 percent (500) more packs were given out all local U of C campuses.

The Students’ Union’s 25th Annual **Holiday Food Drive** took place Nov. 19 to 21. The number of teams participating increased to nine this year, raising $1,643.36 for the Campus Food Bank. This reflects a decrease in primarily corporate donations of almost $2,000, however, the number of food items received increased by 25 percent over last year with 2,293 food items collected for the food bank.

The third annual **Frostbite**, the U of C’s official winter games, was held from Jan. 20 to 24 as a partnership between the SU and the Leadership and Student Engagement office. 160 students participated on 17 teams in eight activities that tested students’ wits, strategy, creativity and team spirit. As part of one activity, over 2,600 donations were collected for the campus and Calgary Interfaith Food Banks.

**Sexual and Gender Awareness Week**, (a.k.a **Sex Week**), a partnership between the Students’ Union, the SU Wellness Centre, and the Women’s Resource Centre, took place Feb. 3 to 7. The initiative included workshops, panels and fun activities to educate students about sexual and gender wellness in addition to a resource fair that included Alberta Health Services and the Red Cross. 409 students attended events including an Introduction to Sexuality and Gender Inclusivity workshop.

In March, the SU Campus Food Bank and the Centre for Community Engaged Learning brought **Hunger Week** to the masses. The theme this year was “Barriers to Food Accessibility and Acceptability?” and centered on the idea of food security in the community. Events ranged from a workshop around food security in Calgary to a Smart Student Nutrition Workshop with a dietician.

Other special events included **Faculty Wars**, where the SU hosted two 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 tons of prizing.
The SU has been involved with the university’s Open House, the U of C’s program for prospective students, for several years. The SU’s on-site presence continues to be effective, even though most attendees were primarily interested in speaking to representatives from the faculties in which they wish to study. The SU’s primary goal in participating in this event is to create a positive impression of the SU for potential new students, one which they build upon during Orientation Week. This is accomplished both through the provision of information on activities and programs that might interest them and through having genuine conversations with high school students about the value of getting involved on campus. Many of the conversations continue to be about personal experiences as university students, and this works to position the SU as the place to go when seeking assistance and advice on campus. This year the SU connected with over 450 prospective students.

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 (a.k.a Yoga in the Space) 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 filled to capacity.

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 the beer gardens 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.

Building on the success of last year, an alternate, non-alcoholic event is being planned for students to celebrate the last day of classes and still feel the school spirit that BSD generates. Like-minded students can engage in a one-day community service-learning project. The ucalgarycares BSD Day of Service will connect students with the greater Calgary community through volunteer work. This program brings together U of C students with community organizations to achieve the common goal of collaboration and community engagement.
THE STUDENTS’ UNION PROMOTES STUDENT ENGAGEMENT

Event Partnership
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.

The SU partnered with several university organizations, faculties and departments to build events and activities for students this past year, including:

- BSD Day of Service
- U of C Open House
- Orientation Week
- Mental Health Awareness Week
- Trick or Eat
- Last Lecture
- Frostbite
- Sexual and Gender Wellness Week
- Hunger Week

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, the Women’s Resource Centre, the SU Wellness Centre, Dinos Athletics, and others, contributing almost $47,000.

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 the SU Wellness Centre, 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, Dinos Athletics, Centre for Community-Engaged Learning, and members of the tri-media group. Through the SU’s partnership program, almost $80,000 of complimentary space was provided to university units.

Health and Lifestyle

Health and Dental Plan
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. According to the SU’s survey, 77 percent of students are satisfied with the Student Health and Dental Plan. According to the SU’s survey, 77 percent of students are satisfied with the Student Health and Dental Plan and 75.8 percent of students consider the plan an essential service.

Safewalk
The SU is a major sponsor of Safewalk, a service run by Campus Security with student volunteers who are available around the clock 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 and the campus community. 90 percent of the SU’s survey respondents who have used Safewalk reported that they are satisfied with the service. Additionally, Safewalk is among the best-known services on campus.

Off-Campus Housing
Safe and affordable housing can be a concern for undergraduate students. The SU’s Off Campus Housing website 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 resource centre for the gay, lesbian, bisexual, transgndered, queer, and allied (LGBTQA) communities here on campus. It provides a safe, supportive environment for those who need it while also offering educational programs, resources and volunteer opportunities. On Nov. 4, the SU Q Centre for Sexual and Gender Diversity celebrated its third birthday.
THE STUDENTS’ UNION PROMOTES STUDENT ENGAGEMENT

Breakfast Program
In order to further address food security on campus, SU Volunteer Services and the SU Campus Food Bank launched a free breakfast program for undergraduate and graduate students this year. Free breakfast is available in the Q Centre on Tuesdays and Wednesdays from 8:30 a.m. to 9:45 a.m. Approximately 100 students per week have used this program since it launched in November.

THE STUDENTS’ UNION SUPPORTS SUSTAINABLE PRACTICES

Leading the Way on Campus
The SU has been a campus leader in promoting awareness and actions on sustainability. Replacing the Students’ Union Sustainability Board (SUSB), which influenced and affected environmentally sound and socially ethical decisions made in the SU, this past summer the SU introduced the Committee on Sustainability Initiatives (CSI). In addition to allocating funding to sustainability initiatives on campus, this committee provides new opportunities for students-at-large to participate and represent the student voice in sustainability initiatives across campus. Additionally, on Nov. 26, the Students’ Legislative Council approved a new sustainability policy to guide its operations and advocacy.

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

In partnership with the Student Accessibility Services and Vecova, the SU manages the campus-wide container recycling program. The SU employs capable workers with special needs to collect the recyclable containers for the entire campus. As part of the SU’s campus-wide beverage container recycling program, the SU employs six part-time special needs staff to collect the containers. They are paid from the proceeds of the SUSB fund and supervised by a case worker from the DDRC. Beverage containers are picked up weekly by Vecova. The SU recycles all paper and cardboard and properly disposes of mercury filled light bulbs.

Working closely with the U of C’s Facilities Management and Development Department and the Office of Sustainability, the SU has championed the composting program within MacEwan Student Centre. Thanks to the effective composting infrastructure created by the U of C, the SU is able to have organics picked up from the Den and food court kitchens.

The SU is committed to doing their part by ensuring that the campus community has a choice to purchase Fair Trade chocolate, coffee and tea in businesses operated by the SU. In Stör, Fair Trade chocolate is one of the snack options. Both the Den and the MacEwan Conference and Event Centre promote the option of Fair Trade coffee and tea.

Composting and Styrofoam-Free Student Centre
The SU is leading the way in campus sustainability while reducing the amount of waste the campus community produces. By spearheading the successful implementation of compostable clamshell containers and cutlery, visitors to MacEwan Student Centre are now able to compost almost everything - except their beverage containers - from their meals: food, napkins, meal containers and cutlery. A better understanding of the system not only benefits users, but the campus as a whole in their efforts to reduce waste. With the implementation of the compostable cutlery and the adjacent education program there will be a substantial decrease in the level of garbage placed in the compost bins.

Preparations are underway to reduce the amount of waste at this year’s Bermuda Shorts Day (BSD). Food vendors will be using compostable cutlery and containers. In addition, compost bins will be located near the food stations to help reduce the amount of waste. Separate recycle, compost and waste containers will be available. All refundable containers are recycled at Vecova immediately after the event.
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 306 volunteers and 12 part-time student coordinators.

**Administrative Volunteer Program** – 20 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 participating in group service-learning activities with a variety of non-profit organizations and learning about volunteerism in Calgary.

**uCalgary Cares: Costa Rica** – Run in partnership with the Centre for Community-Engaged Learning, this program takes 21 student volunteers to Costa Rica for two weeks in May to work on community projects and learn firsthand about community-based rural tourism.

**Campus Food Bank** – 13 volunteers provide emergency, seven-day food hampers to students and members of the campus community. Volunteers perform client intakes, pack food hampers and assist with general food bank operations. They also help run the Holiday Food Drive, the Good Food Box program, the Adopt-a-Family program and Hunger Week events each year. Last year, 397 people, including 155 children, were fed by the Campus Food Bank.

**Dr. Seuss in the Park** – The only SUVS program that runs exclusively in the summer has 15 volunteers to help promote early literacy to children by hosting reading circles and crafts in Riley Park every Saturday. This program ran every Saturday from June to August. The volunteers contributed more than 300 hours in ten weeks, reading to approximately 30 children per week.

**Into the Streets** – This year, the program had 43 active student volunteers and organized 24 service learning opportunities with 18 different organizations in the community. Together, volunteers have contributed 535 community hours with organizations including Brown Bagging for Kids, Calgary Dream Centre, the Calgary Food Bank, Calgary Public Library, the Mustard Seed, Inn from the Cold, Community Kitchens and many more.

**Q Centre** – Since 2010, the Q Centre has not only successfully nurtured diversity on campus by providing a safe space, peer support and various other resources for members of the lesbian, gay, bisexual, transgender, queer and allied (LGBTQA) communities, but has also worked to promote awareness and acceptance of different sexual identities through educational programs, such as their Out and About with Q), partnerships with the university (such as being a founding member of the Sex Week organizing committee, and advocacy, most recently with their contributions to the push for a multi-stall gender inclusive washroom in MSC. 21 volunteers provide peer counseling and assist with educational events and general Q Centre operations.

**Students for Literacy** – 26 volunteers provide one-on-one tutoring for learners with English as a Second Language or people with developmental disabilities from the student body. Two volunteers run the ESL station once a week which is open to anyone requiring additional English support. Over the past year, 25 learners were assisted. Also the SFL program averaged full capacity with 10 learners for the weekly ESL Drop-In Station. Volunteers also help out with a Book Sale each year to raise funds for promoting literacy on and off campus. This year, $631 was raised from the sale of books donated by members of the campus community.

**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. 103 volunteers operate all aspects of the Tax Clinic. Last year, 784 clients were served last year for a total of 8,200 volunteer hours.

**Information Centre/Lost and Found** – Located in the MSC south courtyard, 30 volunteers provide information to members of the campus community and operate the largest lost and found on campus. It is the most frequently used SU service with approximately 5,000 questions asked between Nov. 2012 and Mar. 2013 with 4,000 lost items turned in between Sept. 2012 and Mar. 2013.
THE STUDENTS’ UNION RETAIL SERVICES

The SU operates retail services in MSC; the proceeds of which are reinvested directly into SU student programs, services, awards, and events. On average, the SU’s retail services received an 88 percent student-satisfaction rate, according to the SU survey.

**Bound and Copied**
Bound and Copied is committed to offering the campus community exceptional services at some of the most affordable rates in the city. They offer copying, printing, and bindery services and now provide large format colour printing for banners and posters. Students can consign their books, taking the stress and hassle out of selling used text books. Bound and Copied also operates the campus-wide locker rental program, making it convenient for students to rent lockers any time throughout the year. In keeping with the SU’s sustainability goals, Bound and Copied uses all of its paper twice.

**Stör**
Last summer, Stör expanded to offer even greater convenience. Based on student feedback, they added more healthy and fresh alternatives (including sandwiches and salads made fresh every day at The Den). They now carry gluten-friendly and peanut-free ice creams, not to mention a great selection of yogurts, granola bars, and sweet treats to get students through the day. Stör carries a variety of organic and exciting new products and maintains student-friendly pricing. Stör 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. They also continue to offer a 10 percent club discount to students who are active members of SU Clubs.

**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. This winter, new webpages for the Den and Black Lounge were created at www.su.ucalgary.ca/den

**MacEwan Conference and Event Centre**
The student-owned and professionally managed MacEwan Conference and Event 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. Last fall, a new website for MacEwan Conference and Event Centre was launched. www.macewancentre.com highlights MCEC’s fresh new brand, and contains new venue images and menus.

MCEC plays host to a multitude of different types of events including large conferences, tradeshows, meetings, holiday parties, weddings, television productions and concerts. However, only 20 percent of all the event bookings generate revenue.

The primary purpose of all event and conference space in MSC (including the entirety of the conference centre, That Empty Space, the hall and ballroom, and the north and south courtyards) is to serve as space for student activities. For example, all clubs are entitled to two free room bookings per week in the conference centre. MCEC also offers free equipment and event support (in the form of event planners and operational staff) and catering at cost for more than 1,500 student events each year. In fact, the majority of all event bookings are made by clubs (32 percent) and other SU events (25 percent).

Recognizing that not all events that benefit students are student-initiated, MCEC also offers free space and significant discounts to university student services, the Dinos, and the tri-media group.
for their events. Almost 20 percent of all bookings are made by the university departments. As well, through their partnership program, the SU provides function space at no charge to university units – a value of $79,141 last year.

As well, MCEC also rents table space in 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. MCEC also employs more than 120 students in their catering kitchen and banquet facilities each year, positions that offer competitive wages and are geared specifically for students who need to work flexible hours and on campus. While often viewed as simply a business, MCEC is pivotal to the SU’s mandate of improving the quality of student life on campus through the provision of easily accessible resources and opportunities to help students succeed in all their initiatives.

MacEwan Conference and Event Centre
Office Relocation
The MacEwan Conference and Event Centre offices are scheduled to relocate to the former Women’s Resource Centre Space on the third floor of MSC. Construction will begin on Feb. 1 and is expected to be completed by Apr. 30. The move to, and renovation of, the old WRC space will ensure that MCEC can continue to effectively serve students and the campus community.

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

Also known as just “Mac Hall,” it offers an exciting line-up of great artists throughout the year. With room for 1,800, complemented by the MacEwan Hall Ballroom with a capacity of 1,000, it provides an affordable concert experience.

Of the bookings in MacEwan Hall, 40 percent are booked for external events, 15 percent for concerts, and 35 percent booked by university departments. The remainder of the booked days, the hall is used for student club and SU events.

Of the bookings in the ballroom, 30 percent are booked for external events, 12 percent for concerts, and 42 percent booked by university departments. The remainder of the bookings are for student club and SU events.

STUDENT CENTRE TENANTS
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 17 food court tenants and 11 retail/service businesses. There are also 17 bank machines.
Representing Students

In the 2013 survey, 67.3 percent of undergraduates agreed their best interests are represented by the SU. Of the issues that concern students, the bottom line is that students are still most concerned about financing their academics. According to U of C undergraduates, the cost of education, affordability of course materials, level of scholarship support, eligibility for student loans and overall student debt levels are the top post-secondary issues that affect students at the U of C.

The SU is focused on advocating for all undergraduate students on an affordable, accessible, and quality post-secondary education experience. Managing student debt levels, increasing student financial aid, improving campus services, and safe and affordable housing are just a few examples of the 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.

Provincial Advocacy - Council of Alberta University Students (CAUS)

In May 2013, the SU’s VP External, Conner Brown was elected as the chair of CAUS. CAUS advocated on five priorities:

• Re-establishing Student Work Programs
• Non-Repayable Student Financial Aid – establishing rural and aboriginal bursaries
• Post-Secondary Learning Act Amendments – ensuring that proposed changes benefit students
• Tuition – ensuring tuition remains stable and predictable
• Regulating mandatory non-instructional fees

As of the end of March 2014, even before CAUS’ annual lobby conference, students have already had separate lobby meetings with over 50 of the 87 MLAs on these issues.
THE STUDENTS’ UNION ADVOCATES FOR AFFORDABILITY AND ACCESSIBILITY

Working with its partner organizations, the Alberta Students’ Executive Council (ASEC) and the Alberta Graduate Council (AGC), CAUS launched phased two of Ignite: Ideas for Post-Secondary Education. Phase two of the Ignite project undertook an extensive consultation, including student focus groups held at 23 post-secondary institutions across Alberta as well as a survey of thousands of Alberta students. Access and the cost of post-secondary education and the quality of teaching were by far the highest priorities for Alberta’s students.

This year CAUS membership grew to include Students’ Association of Mount Royal University (SAMRU) and the Students’ Association of MacEwan University (SAMU). CAUS now represents over 100,000 undergraduate university students at all of the brick and mortar universities in Alberta.

National Advocacy
Between Nov. 18 and 22 the Canadian Alliance of Student Associations (CASA) met in Ottawa, Ontario for its annual advocacy week. President Raphael Jacob and Vice President External Conner Brown met with parliamentarians and key stakeholders in the Canadian post-secondary sector to advocate on CASA priorities including: the Canadian Student Loan Program, Canada Student Grants Program, international students, open educational resources, and student mental health. The lobbying went extremely well and many meetings had substantial outcomes. Through his position on CASA’s National Advocacy Team, Conner Brown also lobbied prominent parliamentarians including: Hon. Peter MacKay, Minister of Justice, Hon. Michelle Rempel, Minister of State for Western Economic Diversification, and Justin Trudeau, Leader of the Liberal Party of Canada.

Tuition Consultation
After tuition was frozen at current levels for the 2013-14 academic year by the provincial government, President Raphael Jacob and Vice President External Conner Brown participated in the University of Calgary’s Tuition and Fees Consultation Committee. The committee heard presentations from university administration and students and discussed factors that impact the cost of education and university decisions regarding tuition and fees. The SU, by resolution of the Students’ Legislative Council, supported a return to the Alberta CPI cap established in the Alberta Public Post-Secondary Institutions Tuition Fee Regulation which limited the increase to one percent for the 2014-15 academic year.

Teaching and Learning Committee
The Teaching and Learning Committee is a General Faculties Council (GFC) subcommittee on which the SU’s Vice President Academic is a member. As part of its work this year, the committee improved a memo regarding the cost of academic materials that is sent to all academic staff, encouraging instructors to make mindful decisions about the cost of academic materials they choose for their classes and suggesting affordable alternatives. The Vice President Academic made meaningful change by reformatting the memo to emphasize recommendations that will have the greatest benefit for students. Working with the Vice-Provost Teaching and Learning, the SU’s Vice President Academic brought forward a proposal to set up a system which would enable students to get more detailed information about their courses prior to classes starting, as well as working towards the creation of a template to help ensure that the information included in course outlines is both accurate and relevant.

West Campus Development Trust (WCDT)
The WCDT board, which includes the SU President, had a busy year. They prepared and submitted a Land-Use and Outline Plan application for the west campus lands, conducted an environmental site assessment, created and approved a governance manual which provides a background on corporate structure, mandate, and bylaws followed by a series of governance policies, and developed a five year business plan that includes a comprehensive financial plan. The SU President ensures the student voice is being heard by the board and the new west campus development should provide plenty of opportunities to enhance the undergraduate experience.

Calgary Leaders Dinner
On Jan. 24, 2014 the SU hosted the third annual Calgary Leaders Dinner. In attendance were 41 student leaders from across campus and 17 of Calgary’s elected representatives. The dinner encouraged informal discussion between students and Calgary’s elected leaders. Then-Associate Minister of Electricity and Renewable Energy, Donna Kennedy-Glans gave the well-received keynote speech.


# STUDENTS’ UNION FEES AND FINANCIAL STATEMENTS

## 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 2013-2014 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. U of C students have not had an increase in SU fees since 1995. In fact, the SU actually decreased the fee by $.50 per full-time student per semester in February 2005.

The SU General Fee comprises 8.4 percent of the organization’s total operating revenues with the bulk of revenues coming from its various campus businesses. The University of Calgary Students’ Union fees are among the lowest SU student fees in the country.

### 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.

### 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 ancillary levies. The following is a fee breakdown for Fall/Winter sessions:

<table>
<thead>
<tr>
<th>Fee Administered By</th>
<th>Fee</th>
<th>SU General Fee</th>
</tr>
</thead>
<tbody>
<tr>
<td>Students’ Union</td>
<td></td>
<td>$32.50</td>
</tr>
<tr>
<td>Library Assistance Fee</td>
<td>Subsidizes the operating and capital costs of the Students’ Union</td>
<td>$3.75</td>
</tr>
<tr>
<td>Student Legal Assistance Fee</td>
<td>Contributes to an endowment fund that generates an annual amount to allow the library to purchase more resources for students</td>
<td>$1.75</td>
</tr>
<tr>
<td>Refugee Student Program Fee</td>
<td>Contributes to the funding necessary to provide free legal services to students</td>
<td>$2.25</td>
</tr>
<tr>
<td>CSIWS Fee</td>
<td>Sponsors a refugee student to attend at UofC each year</td>
<td>$0.00</td>
</tr>
<tr>
<td>NUTV Fee</td>
<td>Contributes to the funding required to operate the student radio station</td>
<td>$4.50</td>
</tr>
<tr>
<td>Gauntlet Fee</td>
<td>Contributes to the funding required to produce the campus student newspaper</td>
<td>$4.50</td>
</tr>
<tr>
<td>Committee of 10,000 Fee</td>
<td></td>
<td>$0.50</td>
</tr>
<tr>
<td>Health Plan Fee</td>
<td>Provides students with a comprehensive set of health insurance benefits, supplementary to any provincial health care plan</td>
<td>$51.50</td>
</tr>
<tr>
<td>Dental Plan Fee</td>
<td>Provides student with dental coverage through a specific network of dental clinics throughout Calgary</td>
<td>$45.00</td>
</tr>
<tr>
<td>Student Peer Assistance Bursary Fee</td>
<td>Creates bursaries for students in proven financial need (an optional fee)</td>
<td>$10.00</td>
</tr>
</tbody>
</table>

### FULL-TIME FEE

<table>
<thead>
<tr>
<th>Title of Fee</th>
<th>Full-time Fee</th>
<th>Part-time Fee</th>
<th>Approval Date (Referendum)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SU General (Operating/ Capital and Expansion) Fee</td>
<td>$32.50</td>
<td>$14.50</td>
<td>Feb-05</td>
</tr>
<tr>
<td>Library Assistance Fee</td>
<td>$3.75</td>
<td>$2.00</td>
<td>Feb-04</td>
</tr>
<tr>
<td>Student Legal Assistance Fee</td>
<td>$1.75</td>
<td>$1.75</td>
<td>Mar-01</td>
</tr>
<tr>
<td>Refugee Student Program Fee</td>
<td>$2.25</td>
<td>$1.00</td>
<td>Mar-10</td>
</tr>
<tr>
<td>CSIWS Fee</td>
<td>$5.00</td>
<td>$5.00</td>
<td>Feb-07</td>
</tr>
<tr>
<td>NUTV Fee</td>
<td>$4.50</td>
<td>$4.25</td>
<td>Feb-09</td>
</tr>
<tr>
<td>Gauntlet Fee</td>
<td>$4.50</td>
<td>$2.75</td>
<td>Feb-08</td>
</tr>
<tr>
<td>Volunteer Services Fee</td>
<td>$0.75</td>
<td>$0.50</td>
<td>Mar-01</td>
</tr>
<tr>
<td>Committee of 10,000 Fee</td>
<td>$0.50</td>
<td>$0.00</td>
<td>-</td>
</tr>
<tr>
<td>Health Plan Fee</td>
<td>$51.50</td>
<td>n/a</td>
<td>Sep-93</td>
</tr>
<tr>
<td>Dental Plan Fee</td>
<td>$45.00</td>
<td>n/a</td>
<td>Sep-91</td>
</tr>
</tbody>
</table>
The table on the previous page, 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/unicard/upass

**EXTRA-BUDGETARY APPROVALS**
Section 131(1) of the Students’ Union (SU) Bylaw provides for an approval process related to expenditures that are outside of the SU’s annual budget.

- Amounts between $0 and $5,000 require approval of the General Manager, with full and timely reporting made to the Operations and Finance Committee;
- Amounts between $5,001 and $15,000 require the joint approval of the General Manager and the Operations and Finance Committee, and full and timely reporting made to the SLC;
- Amounts over $15,000 require the joint recommendation of the General Manager and the Operations and Finance Committee, with SLC approval as outlined in Section 122(d)(vi) of the Union Bylaw.

In order to officially launch the results of last year’s consultation of students on the potential redevelopment of MacEwan Student Centre, the Operations and Finance Committee approved an extra-budgetary amount of $10,883.33. The event was held in MacEwan Hall on Nov. 7, 2013.

Extra-budgtery amounts totalling $1,151.76 were used to pay for unexpected costs incurred by the students in the SU’s Refugee Student Program, such as hiring a tutor and medical emergencies.

An extra-budgetary amount of $11,792 was approved for the environmental branding campaign in MSC, called “Celebrating 60 Years of Student Investment”. Through large banners and floor decals, this project aimed to raise awareness of how SU programs, services, events, and businesses create valuable, memorable experiences for undergraduates outside the classroom.

Extra-budgetary amounts totaling $2,672 were approved by the Operations and Finance Committee for Executives to attend several conferences identified as key learning and knowledge sharing opportunities. Meetings and conferences included the CASA Board Retreat in Ottawa, a strategic planning session related to the Post-Secondary Learning Act in Red Deer with the University of Alberta, SAIT and NAIT, the Unleash the Noise conference in Toronto, and travel to Edmonton and Banff for six ministerial roundtables (a new consultation structure introduced by the Minister of Advanced Education this year).

Finally, the Operations and Finance Committee approved the funding of renovations to the former Women’s Resource Centre space so that the MacEwan Conference and Event Centre main office can be relocated there in the summer of 2014. The total cost of the renovation will be $240,347. The space currently occupied by the MacEwan Conference and Event Centre will become an expanded Q Centre in September 2014.

**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 (19 percent) followed by a combination of revenue from tenants (14 percent), The Den (11 percent), concerts (12 percent), and retail operations (8 percent).
This financial management model enables the SU to create employment opportunities for students, provide a full range of products, services, and events to support student life on campus, support student clubs and deliver a variety of academic and student life programs at no charge to undergraduate students.

2013 Operational and Financial Overview
Of the approximately $4.6 million received from student fees, the SU retains just over $1.5 million to support SU administered programs and services. The balance of more than $3.1 million of fees is either held in reserve for third party organizations that students have approved through referendums 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 50 full-time and 200 part-time employees, with an additional 306 volunteers who assist in many student programs.

The ratio of SU student fee to revenue changes yearly depending on the number of students enrolled in the university, but at 8.4 percent it remains one of the lowest fee-to-service ratios of student organizations in Canada.

Approximately 91 percent of the SU’s total operating revenue for the fiscal year ending June 30, 2013 was produced by the businesses the SU runs on campus:

- MacEwan Conference and Event Centre
- Bound and Copied, the used bookstore/copy centre
- Stör, the convenience store
- The Den and Black Lounge, the popular bar/restaurant/nightclub, and
- MacEwan Hall, the premiere concert venue

The chart shows the SU’s primary sources of revenue for the fiscal year ending June 30, 2013.

<table>
<thead>
<tr>
<th>Source</th>
<th>Revenue</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conference</td>
<td>$3,465,441</td>
<td>19%</td>
</tr>
<tr>
<td>Third Party Fees</td>
<td>$3,107,006</td>
<td>17%</td>
</tr>
<tr>
<td>Business/Leasing</td>
<td>$2,636,192</td>
<td>14%</td>
</tr>
<tr>
<td>Concerts</td>
<td>$2,123,628</td>
<td>12%</td>
</tr>
<tr>
<td>Den</td>
<td>$2,062,366</td>
<td>11%</td>
</tr>
<tr>
<td>Deferred Contribution</td>
<td>$1,888,029</td>
<td>10%</td>
</tr>
<tr>
<td>Fees</td>
<td>$1,536,773</td>
<td>8%</td>
</tr>
<tr>
<td>Retail</td>
<td>$1,391,941</td>
<td>8%</td>
</tr>
<tr>
<td>Other</td>
<td>$146,227</td>
<td>1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$18,357,603</strong></td>
<td></td>
</tr>
</tbody>
</table>
LOOKING AHEAD TO THE 2014-2015 BUDGET

The Students’ Union (SU) is one of the most financially stable student associations in Canada. The SU uses revenue from seven different business streams (Stör, Bound and Copied, The Den and Black Lounge, MacEwan Conference and Event Centre, programs, food court leasing, and retail leasing) to support its operations.

The budget is always focused on ways to maximize non-student-generated revenues and providing cost relief to students wherever possible. This strong financial position has allowed the SU to offer an extensive list of best-in-class student services not found anywhere else in Canada. The SU has been in negotiations with the university’s administration for the past year, working towards a new License of Occupation, Operating and Management Agreement for the MacEwan Student Centre with the U of C Board of Governors. The SU is cautiously optimistic that an agreement will be reached that allows them to continue to be a unique and financially strong organization which continues to provide valuable services to students.

• The 2014-2015 budget highlights include:
  • No increases to SU student fees
  • No increase to SU health and dental plan fees
  • A balanced budget
  • Capital investment in MacEwan Student Centre

THE 71ST STUDENTS’ UNION EXECUTIVE

Raphael Jacob, President

Conner Brown, VP External

Eric Termuende, VP Operations & Finance

Emily Macphail, VP Academic

Ben Cannon, VP Student Life