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**UNIVERSITY OF ALBERTA STUDENTS' UNION**  
**EXECUTIVE GOALS 2011–2012**

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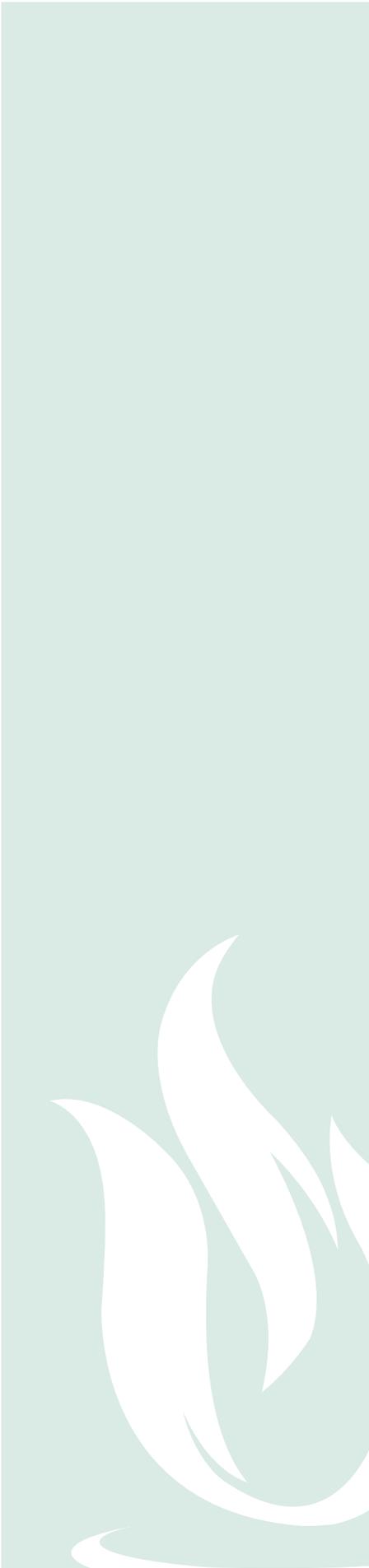
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Hello Everyone!

The following document is a summary of the 2011/2012 SU Executive goals. The format that we chose to outline our goals provides tangible and measurable outcomes and shows how they align with the Students' Union's Strategic Plan.

The SU Executive power structure works on a flat line, meaning that the President and the Vice Presidents are on the same level within the organization. Although each executive is responsible for a specific aspect of the organization's actions, when it comes to goals, there are many areas of overlap and opportunities to work together. Because of these shared duties, the repetitiveness in some goals represents a collaborative project.

The role of the President is broader than the Vice Presidents, and generally includes coordinating the executive and setting the vision for the organization. I hope to work with at least one Vice President on each of my goals and also to help each Vice President achieve their own. The more aligned the Vice Presidents and I are in terms of our priorities and vision, the better for the organization.

Finally, I would like to acknowledge that attaining any of the goals below would not be possible without the support of all our staff. We have an incredibly intelligent, motivated, and dedicated contingent of staff that make the organization, and the executive, effective. Each of the goals that you see for any of the executive will likely require support staff work. I should also mention that in the SU, we are always standing on the shoulders of our predecessors. Our opportunities for success are often directly dependent on the work done by individuals who came before us.

Please feel free to contact me, or any of the executives, if you should have any questions.

Cheers,

Rory Tighe  
President  
University of Alberta Students' Union  
2011/2012

**MISSION:** To serve and represent University of Alberta undergraduate students in order to support their pursuit of knowledge and enhance their university experience.

## 1. Support the Vice Presidents

### *Summary:*

I will keep informed and up-to-date on what each of the Vice Presidents is working on and ensure that the organization is putting its support behind the VPs at all times. This means working with the General Manager and the Director of Research and Political Affairs to manage all resources appropriately in order to get the best out of our staff. This goal is less tangible than the rest of mine, but will be generally measured by how effective the executive committee is collectively this year.

### *Tasks & Timelines:*

- Meet with the VPs consistently to develop and pursue their portfolio goals
- Work with the General Manager to ensure the organization is running smoothly and support the VPs in pursuing their goals.
- Work with the Director of Research & Political Affairs to ensure the VPs are supported in pursuing their goals and the department is running smoothly
- The timeline of this goal is collectively represented in all the VP goals

### *Resources Required:*

This goal will be accomplished by my own time and effort but also by ensuring that the organization and staff are supportive of all of the projects of the executive. No monetary resources above those required by the VP's individual goals should be required.

### *Alignment with Strategic Plan:*

Value(s) – Citizenship, Stewardship

Critical Success Factor(s) – Good Governance, Continuity and Transition

Strategic Goal(s) – Ensure the seamless continuity and transition of elected representatives, staff, and volunteers on an ongoing basis.

## 2. Strengthen Our Communication Infrastructure

### *Summary:*

I will push the organization to be more structured in its communications with students, the university and the general public. The SU needs to do a better job of communicating what it does and how students can get involved. This will help the organization become more effective, recruit engaged members, and increase the buy-in from students. The main focus areas of this goal will be: improving Infolink, SUTV, and the use of the website and social media.

### *Tasks & Timelines:*

- Create and distribute a regular newsletter throughout the year
- Create a marketing document describing what the SU is (August)
- Develop a communications strategy (August)
- Create SU Branded Material (August)

- Increase grass roots communication through the use of street teams and volunteers
- Increase the number of Town Halls (First one held before October 31)
- Communicate central SU information with volunteers and campus groups
- Make the SU's priorities clear to members of the university
- Create an internal communications committee
- Utilize social media effectively
- Create a prototype for Infolink Express (April)
- Secure space for SUTV and Infolink expansion (April)

*Resources Required:*

This goal will require support from the Vice President (Operations & Finance) and the Vice President (Student Life). It will also require staff time from our General Manager, Department of Research & Political Affairs, our Marketing Department, and all of our Senior Managers. There will also likely be resources required from our operating budget to pursue sustainability initiatives internally.

*Alignment with Strategic Plan:*

Value(s) – Sustainability

CSF(s) – Good governance, Resources Planning and Assessment, Credibility

SG(s) - Provide sufficient and sustainable financial, human, capital, and technical resources to achieve the mission of the Student' Union; Create and maintain systems and a culture that support continuous review, evaluation and ongoing improvement

### **3. Support Sustainability Initiatives**

*Summary:*

Sustainability is an ongoing process and the SU has a duty to make sure that its' businesses, services, and building are constantly evolving to match that process. I will work with the Executive and staff to complete the Sustainability Assessment and create an internal sustainability infrastructure to implement the assessments' recommendations. I will also advocate to the university to incorporate sustainability in all of the initiatives that it undertakes.

*Tasks & Timelines:*

- Finish Sustainability Assessment (August)
- Create an implementation plan for the SA (August)
- Incorporate more sustainable food into Students' Union retail operations and create a farmer's market pilot project (January)
- Install water bottle fill stations in SUB (September)
- Push the University to install water bottle fill stations across campus
- Continually advocate for the creation, growth and promotion of sustainability initiatives on campus

*Resources Required:*

This goal will require support from the Vice President (Operations & Finance) and the Vice President (Student Life). It will also require staff time from our General Manager, Department of Research & Political Affairs, our Marketing Department, and all of our Senior Managers. There will also likely be resources required from our operating budget to pursue sustainability initiatives internally.

*Alignment with Strategic Plan:*

Value(s) – Sustainability

CSF(s) – Good governance, Resources Planning and Assessment, Credibility

SG(s) - Provide sufficient and sustainable financial, human, capital, and technical resources to achieve the mission of the Student' Union; Create and maintain systems and a culture that support continuous review, evaluation and ongoing improvement

#### **4. Improve Mental Health on Campus**

*Summary:*

I will push for improved health and wellness support services and programs to enable students to better enjoy their time at university. This will largely be accomplished through advocacy to the university administration, but will also require a large amount of our staff time. The three areas of focus on this will be: moving the Peer Support Centre closer to U of A mental health services, pursuing a fall reading week and improving our University Student Services to accommodate rising mental health issues on campus.

*Tasks & Timelines:*

- Work with the Fall Reading Week Task Force to determine the logistical requirements for implementing a fall reading week and a list of recommendations (September)
- Work with university governance to establish a fall reading week (April)
- Work with Dean of Students' Office to increase the number of student counselors on campus (April)
- Ensure smooth transition of the Peer Support Centre to the second floor of SUB (August)
- Create a Student Services Advisory Group (January)
- Promote stress relief activities and mental health awareness on campus as much as possible

*Resources Required:*

This goal will require support from the Vice President (Academic), the Vice President (Operations & Finance) and the Vice President (Student Life). It will also require staff time from our Department of Research & Political Affairs, our Service Managers, and the Peer Support Centre staff. There will also be resources required from our operating budget to move the Peer Support Centre to the second floor.

*Alignment with Strategic Plan:*

Value(s) – Citizenship, Compassion

CSF(s) – Good Governance, Engagement

SG(s) – Effective representation and advocacy of student needs, and ensuring clear accountability of student representatives; Establish an environment that promotes student spirit and involvement, and maximizes students' sense of ownership of the SU and their university experience; Support the educational and university experience of students by providing relevant programs and services.

#### **5. Provincial and Federal Lobbying**

*Summary:*

Lobbying at the provincial and federal levels will be particularly important this year with a new federal government and an upcoming provincial election. Running a Get-Out-To-Vote campaign for the provincial election will be important to improve our leverage externally, and is a great opportunity to

engage students. Improving access to post-secondary education and regulating mandatory non-instructional fees will be my key priorities for lobbying provincially and federally.

*Tasks & Timelines:*

- Develop provincial regulations for mandatory non-instructional fees (April)
- Advocate for increasing non-repayable student aid at CAUS and CASA conferences
- Create a GOTV strategy for the UASU (August)
- Push through CAUS for the regulation on tuition to stay in place
- Hire a position to coordinate the GOTV campaign (September)
- Inclusion of the UASU priorities into CAUS and CASA lobby priorities (July)

*Resources Required:*

This goal will require support from the Vice President (External). It will also require staff time from our Department of Research & Political Affairs and the Marketing Department. There will also be resources required from our operating budget to accomplish a successful GOTV campaign.

*Alignment with Strategic Plan:*

Value(s) – Citizenship

CSF(s) – Good Governance, Credibility, Engagement, Continuity and Transition

SG(s) – Support the educational and university experience of students by providing relevant programs and services; Effective representation and advocacy of student needs, and ensuring clear accountability of student representatives.

## **6. Support a Healthy and Effective Work Environment**

*Summary:*

The SU is an employer of over 200 staff. It is important to foster a healthy work environment to create a positive, effective and efficient culture. As I mentioned in my letter, all the successes that the SU sees are the product of incredible staff support; we need to ensure that that support is sustainable. The SU also needs to be an employer that encourages staff development and growth by providing opportunities for staff to take initiative, collaborate and learn.

*Tasks & Timelines:*

- Ensure effective use of all the 2-900 office space
- Create collaborative opportunities for executives and staff to work together on initiatives
- Foster a team environment within the SU through personalized staff appreciation and recognition
- Create development opportunities for staff throughout the year
- Staff meeting (June)
- Staff BBQ (Late July/Early August)
- Develop strategic plan implementation that allows for input from all levels of the organization (August)
- Staff Christmas Party (Late November/Early December)
- Staff Wrap-up Function (April)

*Resources Required:*

This goal will require support from all of the Vice Presidents and managers. There will also be minor resources required from our operating budget to offer staff appreciation from time to time.

*Alignment with Strategic Plan:*

Value(s) – Citizenship, Compassion, Innovation, Stewardship

CSF(s) – Good Governance, Credibility, Resources, Continuity and Transition, Credibility

SG(s) – Ensure the seamless continuity and transition of elected representatives, staff, and volunteers on an ongoing basis; Create and maintain systems and a culture that support continuous review, evaluation and ongoing improvement

## **7. Improve and Increase Student Space on Campus**

*Summary:*

The quality and quantity of student space is an incredibly important factor in the experience students have on campus. By upgrading the student space within SUB we can improve access to our services and foster the growth of student groups. Ensuring an equitable contract and effective design for the Physical Activity and Wellness Centre will also be important in improving student space on campus. Finally, I will work to re-invent the Power Plant to create a major campus hub where students can relax, study, and interact with fellow students, faculty and alumni.

*Tasks & Timelines:*

- Move the Peer Support Centre to the second floor (August)
- Move the Campus Food Bank to the main floor (January)
- Re-negotiate lease on the Power Plant with university and Graduate Students' Association (January)
- Finalize PAW Centre Agreement (January)
- Begin planning for the functioning of the Power Plant Space (April)
- Find a space for the ECOS Bike Library in another building (April)
- Engage as many students as possible in space requirements planning for all of our projects
- Come up with a plan for the renovation and improvement of the space within SUB (April)

*Resources Required:*

This goal will require support from the Vice President (Operations & Finance) and the Vice President (Student Life). It will also require staff time from our General Manager, services staff, and our Marketing Department. There will also likely be resources required from the university and our operating budget to accomplish all of these goals.

*Alignment with Strategic Plan:*

Value(s) – Sustainability, Innovation

CSF(s) – Resources, Engagement, Planning and Assessment

SG(s) – Support the educational and university experience of students by providing relevant programs and services; Provide sufficient and sustainable financial, human, capital, and technical resources to achieve the mission of the Student' Union; Create and maintain systems and a culture that support continuous review, evaluation and ongoing improvement

## 8. Expand Support for Student Groups and Representatives

### *Summary:*

I would like to expand the support offered for residence associations, student groups and students in governance to improve their effectiveness. This would not only allow groups and individuals to better accomplish their goals but could also increase the total number of involved students. We need to make these groups and positions more attractive and visible, and increase the resources they have for recruitment. I believe this would lead to a better campus community and university experience.

### *Tasks & Timelines:*

- Hire a Student Governance Officer (May)
- Create a long-term vision for the governance department (April)
- Strongly support for the Residence Halls Association
- Work with the university on creating and finalizing travel and alcohol policies to reduce barriers for student groups planning events (April)
- Increase staff support for Student Group Services (April)
- Utilize the online student group management tools
- Find money to increase grants available to student groups (April)

### *Resources Required:*

This goal will require support from the all of the Vice Presidents with particular emphasis on the Vice President (Academic) and the Vice President (Student Life). It will also require staff time from our General Manager, Student Group Services, Student Governance Department and our Marketing Department. There will also likely be resources required from the university and our operating budget.

### *Alignment with Strategic Plan:*

Value(s) – Sustainability, Innovation, Stewardship, Citizenship

CSF(s) – Good Governance, Resources, Engagement, Planning and Assessment, Continuity and Transition, Credibility

SG(s) - Effective representation and advocacy of student needs, and ensuring clear accountability of student representatives; Establish an environment that promotes student spirit and involvement and maximizes students' sense of ownership of the SU and their university experience

## VICE PRESIDENT (ACADEMIC)

During the 2011 Students' Union executive elections, I ran on three main points: implementing overarching graduate attributes at the University of Alberta, and increasing both the number and awareness of undergraduate research and student mentorship opportunities. Throughout the campaign however, I noted that these points are only some of the duties of the Vice President (Academic) and that other issues such as assessment and grading would consume plenty of time throughout the year. In May 2011, I was advised that my goals would continually change throughout the year based on my learning experiences as VPA. This has certainly been true.

After I was appointed co-chair of the CLE subcommittee on attributes and competencies, the outlook of my term changed considerably. Rather than just advocating to the university about graduate attributes, I am now in a position where I can shape graduate attributes based on intensive consultations with students. For undergraduate research, I am hard at work organizing the university's first student-driven undergraduate research symposium. For mentorship, my perspective has shifted from a more service-focused, older to younger peer structure, to an approach that enhances mentorship for student representation in university governance. At the moment, the Student Governance Office is unique and highly innovative in the context of Canadian student associations. I believe that dedicating my efforts to the continual improvement of this office is a worthwhile endeavor.

Above all else, I will maintain a strong work ethic and act in a genuine and honest manner throughout the year. Close to a quarter of the term has already passed, and although I have made many strides forward as VPA, there is much that I want to accomplish prior to May 1, 2012. I view each of my goals as intertwined and complimentary while serving a unique and important purpose. For instance, the attribute "global citizenship" would need to be accompanied by increased clarity and transparency in the study abroad transfer credit process.

Overall, I look forward to working with all of you this year. Please take a close read at the goals outlined below, and be sure to contact me if and when you have any questions.

Cheers,

Emerson Csorba  
Vice President (Academic)

**MISSION:** The Vice President (Academic) advocates to the University of Alberta in order to enhance the academic experience for students. The VPA will also champion student engagement on campus and approach challenges in innovative and effective manners.

### 1. Graduate Attributes

*Summary:*

I am in a unique position as co-chair of the General Faculties Council Committee on the Learning Environment's subcommittee on attributes and competencies. Graduate attributes' prominence is on the rise at the U of A, and with that it is imperative that the discussion be focused on the extensive literature

on the topic. The SU should ensure that the implementation of graduate attributes is a thorough, student-driven process. Overall, an emphasis on attributes provides an opportunity to develop a distinct U of A identity and enhances the quality of the degree that students earn. I will work toward the implementation of overarching attributes for the entire U of A community, which will be interpreted differently by individual faculties.

*Tasks & Timelines:*

- Serve as co-chair of the CLE subcommittee on attributes and competencies (May)
- Stay highly engaged as one of the student driving this project on campus
- Continue to read and share current literature regarding graduate attributes
- Advocate for the addition of a student-at-large representative on the CLE subcommittee on attributes and competencies (July)
- Develop a thorough councillor, faculty association and student services consultation plan (August)
- Create a short list of questions that can be asked to the above stakeholders, which captures the essence of graduate attributes (August)
- Clearly outline the terminology behind graduate attributes, emphasizing that attributes are overarching across the university, and skills-specific to particular disciplines (September)
- Complete a Graduate Attributes Plan that captures each faculty association, councillor and service's view of graduate attributes (October)
- Work with the Students' Union Marketing Department when writing the Graduate Attributes Plan (October)
- Develop a succession plan for the next VPA who will co-chair the CLE subcommittee on attributes and competencies (April)

*Resources Required:*

This goal will require help from the GFC Committee on the Learning Environment subcommittee on attributes and competencies, the SU Department of Research and Political Affairs, faculty associations, SU services, U of A Students' Council and U of A 2011-2015 Academic Plan: Dare to Deliver.

*Alignment with Strategic Plan:*

Value(s) – Citizenship, Innovation

Critical Success Factor(s) – Good Governance, Continuity and Transition

Strategic Goal(s) – Effective representation and advocacy of student needs, and ensuring clear accountability of student representatives

## **2. Undergraduate Research**

*Summary:*

As a research-intensive university, it is crucial that every U of A student has the opportunity to conduct research, whether with a professor outside of class, or within class as part of a course's curriculum. Through undergraduate research, students develop advanced critical thinking skills that prepare them for life following convocation. As a broader approach, the SU will also advocate for increased undergraduate research opportunities and awareness of those opportunities among the student population. The SU will champion undergraduate research at the U of A, working closely with the Undergraduate Research Initiative. The 2011-2012 academic year will be highlighted by the organization of Canada's largest student-driven undergraduate research symposium.

*Tasks & Timelines:*

- Renew the SU's Research political policy (July)
- Form an SU Undergraduate Research Symposium Planning Committee (July)
- Work closely with the SU's DRPA to produce a sponsorship package (August)
- Raise at least \$10,000 in awards for the undergraduate research symposium, partnering with key university stakeholders in the process (September)
- Collaborate with the university's Undergraduate Research Initiative and its advisory board
- Develop a close working relationship with the university's Vice-President (Research) and Associate Vice-President (Research)
- Work with the SU Marketing Department for an undergraduate research awareness campaign (October)
- Hold Canada's largest student undergraduate research symposium (November)
- Write a detailed succession plan for the next VPA to facilitate planning of the next conference (March)
- Advocate for the inclusion of professor research interests on course syllabi (April)
- Develop Yaffle, which is a centralized undergraduate research database for students interested in participating in undergraduate research opportunities (April)

*Resources Required:*

This is a large undertaking, so will require input from many areas like the SU DRPA, SU Marketing Department, U of A Undergraduate Research Initiative, CAPS Your Student Success Centre, U of A Alumni Association and other various university stakeholders.

*Alignment with Strategic Plan:*

Value(s) – Innovation

CSF(s) – Good Governance

SG(s) – Effective representation and advocacy of student needs, and ensuring clear accountability of student representatives

### **3. Student Governance**

*Summary:*

Following the creation of the Student Governance Office, the SU is now equipped to provide support to student representatives across campus. The Office's Discovering Governance program has the potential to provide excellent professional development opportunities to students serving on faculty associations and within the university governance system. I will work closely with the Student Governance Advisor and Student Governance Officer in order to facilitate and increase the breadth of support programs offered by the SGO. As a result of these efforts, student representatives in both student and university governance will become more effective advocates and ambassadors of the SU.

*Tasks & Timelines:*

- Collaborate with the Student Governance Advisor and the Student Governance Officer
- Develop a full fall and winter semester schedule for Discovering Governance programming (August)
- Work actively to encourage student participation on the General Faculties Council Student Caucus
- Establish a student delegate cabinet for SU representatives (September)
- Launch a well-planned student governance recruitment strategy (March)
- Conduct exit interviews for students in university governance (April)

*Resources Required:*

I will draw upon the Student Governance Advisor and Student Governance Officer, U of A Secretariat and the Discovering Governance program materials for this goal.

*Alignment with Strategic Plan:*

Value(s) – Stewardship

CSF(s) – Good Governance

SG(s) – Support the educational and university experience of students by providing relevant programs and services

#### **4. Faculty Associations & Council of Faculty Associations**

*Summary:*

The VPA maintains a close working relationship with the fourteen faculty associations within the university. FAs understand the unique academic cultures within their respective faculties, which means that they are integral to the student experience. In order to ensure that FAs function in a productive manner, I will collaborate with FAs on numerous issues and utilize the Council of Faculty Associations on a consistent basis. Through a three-year CoFA strategic plan, future FAs will better represent student needs within individual faculties. Moreover, I will work toward achieving a sustainable culture amongst the fourteen student FAs within the SU by clarifying financial and reporting requirements, and working with FAs on specific tasks when needed.

*Tasks & Timelines:*

- Regularly attend FA meetings throughout the academic year
- Use CoFA to gain valuable input regarding large issues affecting students
- Enhance communication processes between the SU and FAs
- Develop a deeper understanding of each FA's unique culture
- Work closely with FAs that require support from the VPA
- Develop a three-year CoFA strategic plan (March)
- Clarify reporting and financial requirements between the SU and FAs (April)

*Resources Required:*

FA improvement will require time from the SGO's Student Governance Advisor and Student Governance Officer, CoFA, SU DRPA and leaders of faculty associations.

*Alignment with Strategic Plan:*

Value(s) – Stewardship, Citizenship

CSF(s) – Continuity and Transition, Planning and Assessment

SG(s) – Ensure the seamless continuity and transition of elected representatives, staff, and volunteers on an ongoing basis; Effective representation and advocacy of student needs, and ensuring clear accountability of student representatives

## 5. Assessment and Grading Policy Suite

### *Summary:*

One of the university's major policy initiatives over the last year is the Assessment and Grading Policy Suite. This policy clarifies the notion that students should be assessed based on their achievement of learning outcomes established at the beginning of a course. I will continue to work closely with the Provostial Fellow appointed to lead this project, as well as the student representative sitting on the Committee on the Learning Environment subcommittee on assessment and grading. In Winter 2012, I will advocate through the university governance system for the implementation of a policy suite that focuses on the assessment of students based on achievement of clear learning outcomes.

### *Tasks & Timelines:*

- Continue to work closely with the Provostial Fellow and SU representative on the CLE subcommittee on attributes and competencies
- Maintain awareness of the continuous revisions made to the AGPS
- Prepare thoroughly for university governance meetings by collaborating closely with the SU University Governance and Advocacy Advisor
- Advocate in university governance for a policy suite that emphasizes assessment based on achievement of clear learning outcomes
- See the university officially approve the AGPS in the Winter 2012 semester (April)

### *Resources Required:*

For this goal, meetings with the U of A Provostial Fellow, CLE subcommittee on assessment and grading SU representative, Dustin Chelen, the Student Governance Office: Student Governance Advisor and the SU DRPA's University Governance and Advocacy Advisor will be needed.

### *Alignment with Strategic Plan:*

Value(s) – Innovation

CSF(s) – Good Governance

SG(s) – Effective representation and advocacy of student needs, and ensuring clear accountability of student representatives

## 6. Transfer Credits

### *Summary:*

Internationalization is considered one of the U of A's major initiatives, as it strives to strengthen its reputation on a global scale. In order for the university to internationalize, it must optimize the transfer credit process. I currently serve on the university's Transfer Credit Task Force, which was created to provide recommendations to the Provost regarding the transfer credit process on campus. By advocating to the university for a clearer study abroad process, the Students' Union can ensure that more students engage in excellent experiences abroad. I will advocate that the U of A adopt clear pre-approval transfer credit processes across the entire university, and create an easily accessible transfer credit precedent table. If these two initiatives are accomplished, then students will be more willing to take part in study abroad experiences.

*Tasks & Timelines:*

- Regularly attend and participate actively on the university's TCTF
- Ensure that each TCTF's working group has student representation
- Work with the SU University Governance and Advocacy Advisor to develop a more nuanced understanding of transfer credit procedures at the U of A
- Ensure that the task force's final report recommends a clearer transfer credit process for students studying abroad (January)
- Ensure that the task force's final report recommends expansion of its current study abroad transfer credit precedent table (January)
- Prepare the next VPA to advocate for the creation of a more comprehensive cross-faculty study abroad transfer credit table (April)

*Resources Required:*

We will need the SU DRPA's University Governance and Advocacy Advisor, U of A Transfer Credit Task Force and the U of A Academic Policies and Procedures Review Task Force.

*Alignment with Strategic Plan:*

Value(s) – Innovation

CSF(s) – Good Governance

Strategic Goal(s) – Effective representation and advocacy of student needs, and ensuring clear accountability of student representatives

## 7. Student Engagement

*Summary:*

Each member of the SU executive should promote student engagement on campus and in the SU. I will do so through various initiatives, which range from involvement of faculty associations in Orientation, to the establishment of an Academic Relations Group and an SU corporate team aimed at forging tighter bonds between the organization's many departments. Furthermore, I will lead professional development sessions for student staff and volunteers, particularly through the Services Volunteer Engagement Committee.

*Tasks & Timelines:*

- Work closely with the Centre for Student Development in order to include faculty associations in Orientation (September)
- Serve on the Student Volunteer Engagement Committee as a professional development coordinator
- Collaborate with engaged councillors and students at-large throughout the year
- Work with the Student Financial Aid Information Centre to create an SU corporate team (September)
- Have a minimum of four FAs lead student sessions during orientation (September 6)
- Hold one SU corporate team event per month in order to forge a tighter bond between various SU staff and volunteers
- Lead a Student Volunteer Engagement Committee professional development session on effective recruitment strategies
- Establish an Academic Relations Group that will advise the VPA on a monthly basis (October)

*Resources Required:*

This goal will require the SU Executive Committee, SU Centre for Student Development, Services Volunteer Engagement Committee, U of A Students' Council, faculty associations and the Academic Relations Group.

*Alignment with Strategic Plan:*

Value(s) – Citizenship

CSF(s) – Engagement

SG(s) – Establish an environment that promotes student spirit and involvement, and maximizes students' sense of ownership of the SU and their university experience

## 8. Social Media

*Summary:*

With the rise of social media, the SU can improve its communications through tools such as Facebook and Twitter. Using social media and the SU executive blog, I will rapidly communicate key issues and personal experiences to a wide audience. In particular, the executive blog will allow me to expand on and share thoughts as I progress through the academic year, and provide a detailed analysis of key issues that affect students.

*Tasks & Timelines:*

- Work closely with the SU External Communications and Media Advisor to develop sound social media practices
- Collaborate with the SU Digital Media Coordinator to post VPA-related initiatives on the SU website
- Continually brainstorm innovative ways to communicate key academic initiatives to the student body
- Write a minimum of one blog post per week for the SU executive blog
- Tweet through the VPA account at least twice per day

*Resources Required:*

SU DRPA: External Communications and Media Advisor, Twitter, Facebook and the SU executive blog will all be used to achieve this goal.

*Alignment with Strategic Plan:*

Value(s) – Stewardship, Innovation

CSF(s) – Credibility

SG(s) – Develop an expansive communication infrastructure to support effective communication both internally and externally

## 9. Sustainability

*Summary:*

By collaborating with Sustain SU and the academic branch of the Office of Sustainability, the SU has a strong opportunity to champion academic sustainability on campus. I will work toward the implementation of a sustainability certificate for students who have earned credit for sustainability-focused university courses, as well as initiatives that promote sustainable use of academic materials by both students and faculty.

*Tasks & Timelines:*

- Collaborate with Sustain SU regarding various academic sustainability initiatives
- Serve on the Office of Sustainability's Academic Advisory Committee (June)
- Advocate for sustainable academic practices for both student and faculty
- Use the deliberative democracy process for consultations with students and university stakeholders (October)
- Attend the Association for the Advancement of Sustainability in Higher Education annual conference (October)
- Ensure that the Office of Sustainability's academic sustainability report recommends double-sided printing of examinations whenever feasible (December)
- See that the university's proposed sustainability certificate is implemented (April)

*Resources Required:*

Sustain SU, Office of Sustainability Academic Advisory Committee and the SU DRPA will be required for this goal.

*Alignment with Strategic Plan:*

Value(s) – Sustainability

CSF(s) – Good Governance, Resources

SG(s) – Provide sufficient and sustainable financial, human, capital, and technical resources to achieve the mission of the Student' Union; Create and maintain systems and a culture that support continuous review, evaluation and ongoing improvement.

## **10. Fall Reading Week**

*Summary:*

Over the last year, the SU has advocated for the implementation of a fall reading week on campus, and received student approval for that mandate with a plebiscite in March 2011. Throughout the summer, I am serving on the Fall Reading Week Task Force, which investigates the various logistical options for the creation of a FRW on campus. Overall, I will work effectively on this committee (serving as co-chair of the committee as needed), as well as on university governance committees that may discuss this initiative throughout the fall and winter semesters. During the 2011-2012 academic year, I will advocate for the establishment of the break, and consult both SU services and University Student Services regarding the implementation of a “Co-Curricular Week” over the FRW to help students engage with the campus.

*Tasks & Timelines:*

- Work closely with the Director of Research and Political Affairs, University Governance and Advocacy Advisor and University Policy and Information Officer
- Regularly attend and participate actively on the university's FRWTF
- Serve as co-chair of the task force when required (July)
- Consult SU services regarding the possible implementation of a “Co-Curricular Week,” which would be similar to the week established at York University (October)
- See the FRWTF write a report to the Provost (September)
- See the university approve the creation of a FRW (Winter 2012)

*Resources Required:*

Time from the SU DRPA: University Policy and Information Officer and U of A Fall Reading Week Task Force will be needed.

*Alignment with Strategic Plan:*

Value(s) – Compassion, Innovation

CSF(s) – Good Governance, Planning and Assessment

SG(s) – Establish an environment that promotes student spirit and involvement, and maximizes students' sense of ownership of the SU and their university experience

## 11. Academic Materials

*Summary:*

In higher education, the use of academic materials is a topic of significant importance. Because academic materials directly affect students, it is the duty of the SU to provide information to students regarding their use. I will stay apprised of developments taking place in regards to academic materials, both within the U of A and higher education in general, and communicate them to stakeholders within the SU.

*Tasks & Timelines:*

- Develop a stronger understanding of the SU past academic materials advocacy campaigns, such as “Be Book Smart”
- Work closely with the SU General Manager and Digital Media Coordinator in order to post instructional materials purchasing tips for students and instructors on the SU website
- Stay apprised of literature regarding digital books and copyright law
- Transfer previous SU textbook purchasing tips to the current SU website (August)
- Include questions regarding academic materials on the upcoming SU survey (December)

*Resources Required:*

This goal will require work from the SU General Manager, SU Digital Media Coordinator and various Canadian Students' Unions

*Alignment with Strategic Plan:*

Value(s) – Innovation

CSF(s) – Good Governance

SG(s) – Effective representation and advocacy of student needs, and ensuring clear accountability of student representatives

## VICE PRESIDENT (EXTERNAL)

Since the time I was elected, I have worked to turn the vision and the platform points of my campaign into tangible goals. I believe I can accomplish these tasks during my term in a way that will directly benefit students.

The order my goals take does not necessarily reflect their priority. The first two goals are traditionally not part of the External Portfolio. However, I believe achieving them they will set up a useful foundation for the office's future. The next four include my three main platform points, as well as one from the President's platform. The seventh goal comes from my experience as a councillor last year. The remaining two are areas of interest and concern that I have learned about since taking office.

I have nine months left to accomplish these goals. If by the end my term I am accomplished these things, I can leave office feeling satisfied that I have upheld my fiduciary responsibility to students.

Farid Iskandar  
Vice President (External)

**MISSION:** To act as a bridge between students and governments in order to enhance postsecondary education policies and the student experience.

### 1. Get Out The Vote Campaign

#### *Summary:*

An ongoing barrier that the SU consistently encounters in its lobbying efforts on behalf of student needs is politicians' perception that students do not vote. This is a problem because in a democracy, ballots count as currency. Utilizing student volunteers for outreach on campus, the GOTV campaign will encourage students to practice their democratic right in the upcoming provincial election. The secondary goal of this campaign would be to attract media attention, which will highlight the importance of PSE in election platforms. The most tangible aspect of this campaign will be collecting signatures from students who pledge to vote, and then contacting them on voting day.

#### *Tasks & Timelines:*

- Council approval of budget from the Elections Reserve (July)
- Advertise the GOTV Volunteer Coordinator position (August)
- Hire GOTV Volunteer Coordinator (September)
- Recruit volunteers (August – September)
- Host campaign events and debates on campus (October)
- Create a database for the signatures collected (October)
- Renew GOTV Volunteer Coordinator position (November)\*
- Council approval of a winter budget (December - January)\*
- Recruiting volunteers (January)\*
- Hosting campus events (February - March)\*

\* Contingent upon a provincial election happening in 2012 instead

*Resources Required:*

At the heart of this initiative are the volunteers; without them our goals would not be achievable. Also needed are funds to hire a Volunteer Coordinator and for volunteer appreciation. The Volunteer Coordinator will fall under the responsibility of the Department of Research and Political Affairs, which will be another key player in the success of this goal. The Marketing Department is already working on the theme of the campaign and the Council of Alberta University Students is another stakeholder for this project. Our membership with CAUS inspired a lot of the GOTV work so far; pooling our resources with the other two Students' Union on this project will create a strong, unified campaign and voice.

*Alignment with Strategic Plan:*

Value(s) – Citizenship

Critical Success Factor(s) – Engagement, Resources

Strategic Goal(s) – Establish an environment that promotes student spirit and involvement, and maximizes students' sense of ownership of the Students' Union and their university experience; Develop expansive infrastructure for effective communication both internally and externally

## 2. Lobby Training Program

*Summary:*

This program consists of two parts that would introduce students directly to government officials. Students will participate in a daylong seminar for training and then using their new skills to lobby elected officials in meetings arranged through the program. Students will have the choice of lobbying on their own priorities or on priorities of the SU. In the case where students choose to lobby on SU priorities, I will be explicitly delegating my authority to represent U of A students to them. If students choose to lobby on their own goals, students in general still benefit through increased contact between the elected representatives and their constituents. The driving purpose of this goal is to increase interest in the External portfolio among the student population.

*Tasks & Timelines:*

- Write a draft proposal with program details (September)
- Recruit a small pool of volunteers to help with the organization (September)
- Invite guest speakers (August - September)
- Hold the first seminar (October)
- Follow up meetings with participants (October - November)

*Resources Required:*

Expenses for this event will be within the limits of my own portfolio's budget. Ten to twelve volunteers will be needed to help organize meetings between students and government officials. The Marketing Department will also be needed to do some of the necessary advertising for this program.

*Alignment with Strategic Plan:*

Value(s) – Citizenship, Compassion

CSF(s) – Engagement

SG(s) – Establish an environment that promotes student spirit and involvement, and maximizes students' sense of ownership of the Students' Union and their university experience; Support the educational and university experience of students by providing relevant programs and services

### 3. Regulate Mandatory Non-Instructional Fees

*Summary:*

Regulations we are pursuing for mandatory non-instructional fees would require a clear distinction between fees and tuition, and ideally would also require a student body referendum for increases to existing fees or the establishment of new fees. Last year the SU received a letter from the Ministry of Advanced Education and Technology indicating that we should work with our intuition to arrange a solution to this issue; thus we seem to be starting from square one.

*Tasks & Timelines:*

- Letter to U of A Provost on a proposed solution (July)
- Meetings and ongoing negotiation with university administration (August-September)
- Lobby the provincial government through CAUS throughout the year

*Resources Required:*

The President of the SU is a key player in this goal as he is my primary contact with the administration. The Department of Research and Political Affairs is also an important player, as its members will draft proposed solutions and complete the necessary research.

*Alignment with Strategic Plan:*

Value(s) – Stewardship and Innovation

CSF(s) – Good Governance and Credibility

SG(s) – Effective representation and advocacy of student needs, and ensuring clear accountability of student representatives

### 4. Improve the Elections Act

*Summary:*

As it stands, the Elections Act, which mandates the process of the provincial election, is outdated. The Act does not allow for multiple constituencies voting, or give students the freedom to vote in the riding they choose to (home or postsecondary residence). The addition of campus polling stations would ease the process of voting for a campus of 60,000. With a provincial election on the horizon, it is unlikely that any real changes will be made to the Elections Act before a vote occurs. However, a change to the Act after the election is a worthwhile and realistic goal. The enumeration process, which counts the number of eligible voters in Alberta, is taking place between August 26 and September 19. If enough students identify their ordinary residence as campus, then we are more likely to get a campus polling station.

*Tasks & Timelines:*

- Inform student residences about enumeration (August - September)
- Inform all students about how to properly determine their ordinary residence (August – January)
- Lobby party leadership candidates to include reforms as part of their platforms (June – October)
- Blog regularly about the election
- Lobby the Chief Electoral Officer to recommend these changes for the next election

*Resources Required:*

This is a CAUS priority for the year. The Marketing Department and the DRPA will be needed for this

small campaign. The rest will remain within my own capacity.

*Alignment with Strategic Plan:*

Value(s) – Stewardship

CSF(s) – Good Governance

SG(s) – Effective representation and advocacy of student needs, and ensuring clear accountability of student representatives

## 5. Increase Non-Repayable Grants

*Summary:*

CAUS

Again, this is one of the priorities we set for CAUS this year. Particularly, CAUS will push for increased funding for non-repayable grants and bursaries. Research has shown that non-repayable grants and bursaries are a better method of increasing participation in postsecondary when compared to loans, but still, the provincial budgets of 2010 and 2011 imposed substantial cuts to grants and debt relief. Students are facing unprecedented levels of debt, so this goal is more important than ever before.

CASA

It is the President's goal to increase non-repayable grants from our Federal Government as well, so I will support him. The federal budget plans to increase the Canada Student Loan Program by \$34 million once it is implemented, as well as add \$10 million in tax relief and Registered Education Savings Plan. Moving the money saved in tax credits into non-repayable grants could be a method to achieve this goal.

*Tasks & Timelines:*

- Lobby provincial party leaders to support Non-Repayable Grants (June - September)
- Prepare to include grants as a priority for CASA (July)
- Support CAUS in its lobby training efforts throughout the year

*Resources Required:*

CAUS and CASA are my two main avenues for this goal when it comes to lobbying. The Department of Research and Political Affairs will help prepare the President and me to make this a CASA priority.

*Alignment with Strategic Plan:*

Value(s) – Stewardship

CSF(s) – Good Governance

SG(s) – Effective representation and advocacy of student needs, and ensuring clear accountability of student representatives

## 6. Book Import Tax/Copyright

*Summary:*

The removal of the book importation price premiums was one of my main platform points. This would make textbooks more affordable for students by removing the premium, which benefits only publishers. This regulation is contained within the Copyright Act, which will likely be up for final review this year. I

also plan to lobby on issues concerning digital locks on online materials.

*Tasks & Timelines:*

- Prepare to introduce this goal at CASA Policy and Strategy Conference (June-July)
- Lobby local MPs to remove book import premiums (August-April)
- Follow progress of the Copyright Modernization Act closely

*Resources Required:*

CASA is my main avenue for this goal when it comes to lobbying. The Department of Research and Political Affairs will help prepare me to pursue this goal as a CASA priority.

*Alignment with Strategic Plan:*

Value(s) – Stewardship

CSF(s) – Good Governance

SG(s) – Effective representation and advocacy of student needs, and ensuring clear accountability of student representatives

## **7. Bylaw 2000 Renewal**

*Summary:*

Bylaw 2000 is in need of repair. I would like to work closely with the Chief Returning Officer to ensure that students who are not familiar with our governance can easily understand it through the Bylaw.

*Tasks & Timelines:*

- Define areas where Bylaw 2000 needs renewal (August)
- Draft changes through Election Review Committee (June - September)
- Council Presentation (September)
- Council Motion (October)

*Resources Required:*

This goal will require the help of the CRO and the Election Review Committee, but most of the responsibility will fall on me.

*Alignment with Strategic Plan:*

Value(s) – Stewardship

CSF(s) – Good Governance, Engagement

SG(s) – Establish an environment that promotes student spirit and involvement, and maximizes students' sense of ownership of the Students' Union and their university experience

## **8. Remove Property Tax on Student Residence**

*Summary:*

Alberta is the only province that charges property tax on student residences. Eliminating the tax, which amounts to about \$200 per resident, would be beneficial to students. I will lobby both the provincial and

municipal governments to remove this burden that students do not face in other provinces.

*Tasks & Timelines:*

- Create a lobby document with data on student residences (July)
- Lobby government leaders throughout the year to introduce policies to eliminate this tax
- Work with the Residence Halls Association and the University to do joint lobbying (August)

*Resources Required:*

The SU DRPA is key in helping me collect all the data needed for lobbying. The RHA and the university are two organizations that would be willing to join lobby efforts on this goal.

*Alignment with Strategic Plan:*

Value(s) – Stewardship

CSF(s) – Good Governance

SG(s) – Effective representation and advocacy of student needs, and ensuring clear accountability of student representatives

## 9. International Students

*Summary:*

As Canada strives to increase its number of international students, it is important that we develop a fair system. Currently international students have to pay \$150 for a work permit before they can accept an off-campus job offer. Furthermore, international students are required to stay in the country for six months before they can apply for a work visa. This means that an international student who came in January would have to wait until June to work. Lastly, the current system does not allow multiple entry visas for international students, potentially meaning that an international student could go home and not be allowed back into Canada in time for classes, depending on their application processing time.

*Tasks & Timelines:*

- Introduce this goal at CASA Policy and Strategy Conference (July)
- Meet with University of Alberta International to learn more about some of the problems faced by International Students in the workforce (June)
- Oppose any increases to differential tuition for international students
- Lobby MPs on this issue during Lobby Conference (October)

*Resources Required:*

CASA is my main avenue for this goal when it comes to lobbying. The Department of Research and Political Affairs will help prepare me to pursue this goal as a CASA priority

*Alignment with Strategic Plan:*

Value(s) – Stewardship

CSF(s) – Good Governance

SG(s) – Effective representation and advocacy of student needs, and ensuring clear accountability of student representatives

## VICE PRESIDENT (OPERATIONS & FINANCE)

As executives, we set goals in order to realize our full potential during our numbered days in office. Thoughtful goals lay the foundation for a successful year and a point of reference to communicate our efforts to our constituents.

The present document is a synthesis of campaign promises, continuing projects and fresh ideas. It is neither an exhaustive account of my anticipated tasks this year, nor is it a final plan. Rather, this is a living set of goals, intended to outline my major ambitions for the year and communicate to the student body.

Throughout my election, I spoke primarily about redesigning the Lower Level of SUB, enhancing food and beverage offerings and improving business performance. I chose these themes by combining my knowledge of the position with my experiences as a student. Although my present goals stem from a much deeper understanding of my role, I believe that they effectively encompass and expand upon the ideas highlighted in my campaign. Indeed, my three main promises are now reflected within broader yet more nuanced categories: capital project planning, detailed business strategy and financial decision-making, respectively.

I have taken great care to refine and crystallize my goals so that they may serve as a blueprint for a successful year. Needless to say, I am incredibly excited to work with Students' Council, the Executive Committee, Management and our tireless staff to accomplish my goals!

Andy Cheema  
Vice President (Operations & Finance)

**MISSION:** To serve and represent University of Alberta undergraduate students in order to support their pursuit of knowledge and enhance their university experience by strategically managing and leading the operations and finances of the Students' Union.

### 1. Students' Union Building Renewal

#### *Summary:*

As the Students' Union Building has matured over its lifetime, it has evolved a comprehensive range of services, businesses and general-use student space. In recent years, however, the SU's increase in offerings has outpaced the capabilities of the building, and it is time to seriously consider major upgrades. Services are arguably the core purpose of the SU, yet all but two are tucked away in the lower level of SUB, where they are accommodated rather than showcased. This arrangement has precipitated the move of the Campus Food Bank and the Peer Support Centre out of the lower level. We are thus presented with a prime opportunity to reorganize, renovate and repurpose much of this space. In doing so, we can substantially upgrade our physical spaces to meet the needs of a growing campus population.

#### *Tasks & Timelines:*

- Reallocate space vacated by Campus Food Bank and Peer Support Centre moves (ongoing)
- Engage all stakeholders in the planning of SUB renovations (ongoing)
- Pursue options to finance renovations (ongoing)

- Secure funding for renovation planning (July)
- Increased number of electrical outlets on main floor SUB (September)
- Relocate Peer Support Centre to second floor (September)
- Relocate Campus Food Bank to main floor (January)
- Work with architects to produce a comprehensive building vision and plan for SUB (April)

*Resources Required:*

These projects will require significant financial and staff resources. Nearly all departments will need to be consulted.

*Alignment with Strategic Plan:*

Value(s) – Innovation

Critical Success Factor(s) – Resources, Planning and Assessment

Strategic Goal(s) – Provide sufficient financial, human, capital and technical resources to achieve the mission of the Students' Union.

## 2. Other Student Space

*Summary:*

The PAW Centre

The Physical Activity and Wellness Centre promises to be a valuable complement to existing student space on campus. Last year's successful referendum to build the PAW Centre triggered a cascade of developments in the facility's planning. We are now at an advanced stage of the project's evolution, with detailed design work proceeding and agreements being refined.

The Power Plant (Dewey's)

The Power Plant has a historical reputation as perhaps the foremost social space on campus. With our lease in the Power Plant expiring in April 2012, we must operate Dewey's for the short-term while preparing for the next stage in its life. We are preparing a long-term vision for a space that connects individuals, fosters study or relaxation and meets the needs of student groups.

*Tasks & Timelines:*

- Provide input for the PAW design process (ongoing)
- PAW Centre agreement signed with the University and GSA (January)
- Unveil PAW design to student body (January)
- Secure a new lease in the Power Plant through negotiations with the University and Graduate Students' Association (January)
- Develop a long-term vision for the Power Plant (April)

*Resources Required:*

Financial costs will be incurred through legal fees. The General Manager will spend time on these projects. Power Plant consultation and design work will require financial resources and time.

*Alignment with Strategic Plan:*

Value(s) – Stewardship, Citizenship, Sustainability

CSF(s) – Engagement, Planning and Assessment

SG(s) – Establish an environment that promotes student spirit and involvement, and maximizes students' sense of ownership of the Students' Union and their university experience.

### 3. Food & Beverage

#### *Summary:*

The SU owns and operates six food and beverage businesses that provide an array of options. By positioning them as an appealing alternative to other campus food providers, we can both increase our revenues and enhance value for students. I will approach this aim through four areas of focus:

#### Product Development Expert

In order to optimize the performance of our food and beverage units in the face of changing market conditions and student demand, we are in the process of hiring a Product Development Expert. This position will report to our Senior Manager (Food & Beverage), and will have a role in menu creation, staff training and kitchen management.

#### Room at the Top

Room At The Top holds potential to be a keystone of campus life. With recent renovations and ongoing improvements, the venue has already achieved a baseline level of success in this regard. With a focus on improved products, service and events, Room At The Top can evolve in harmony with the Power Plant.

#### GST

Canadian tax laws provide a GST exemption when students purchase food with a meal plan. We suspect that this exemption is applicable to meal plan purchases at SU businesses, although it is not currently offered. I will investigate the legality and feasibility of doing this and implement an exemption to the fullest extent possible. By reducing the cost of food for students, we would be capable of capturing a larger share of the residence market while improving the affordability of food on campus.

#### Food Court

The food court needs to be thought of as a dynamic system rather than a set of independent businesses. From this perspective, I will explore the merits of strategies such as franchising, repurposing space and integrating sustainability. A thorough approach is needed to pave the way for major changes that maintain respect for future financial viability, and I will research the feasibility of different options.

#### *Tasks & Timelines:*

- Improve level of customer service and programming at Room At The Top
- Interview and hire Product Development Expert (July)
- Research and improvements to food and the food court (Ongoing)
- Receive approval to exempt meal-plan purchases from GST (July)
- Reprogram point-of-sale machines to implement GST exemption (September)
- Guide the creation of new menu items, including sustainable and special-needs items (April)

#### *Resources Required:*

Financial resources have been allocated for the Product Development Expert. Also needed is time from the General Manager, Senior Manager (Finance & Administration) and (Facilities & Operations) as well as the Food and Beverage department.

*Alignment with Strategic Plan:*

Value(s) – Innovation, Sustainability

CSF(s) – Resources

SG(s) – Support the educational and university experience of students by providing relevant programs and services.

#### **4. Retail Business Competitiveness and Value Review**

*Summary:*

In order to thrive, our retail businesses need to be innovative and responsive to student needs. I will carry out a systematic review to evaluate and pursue business performance. Areas of focus are product selection, marketing and accessibility.

*Tasks & Timelines:*

- Meet with management to discuss strengths, weaknesses, opportunities and threats (August)
- Deploy the Operations & Finance Advisory Board (September)
- Compile feedback on businesses and communicate to management (April)
- Review recommendations are implemented (ongoing)

*Resources Required:*

Financial costs may be incurred in implementing results of the review. Staff time will be required in executing and following-up on the review.

*Alignment with Strategic Plan:*

Value(s) – Innovation, Sustainability

CSF(s) – Resources

SG(s) – Create and maintain systems and a culture that support continuous review, evaluation and ongoing improvement

#### **5. Awards and Grants**

*Summary:*

Awards Program

Last year, influential decisions restructured the administration and financing of the SU awards program. One of these changes – a partial transfer of Access Fund reserves into the Student Involvement Endowment Fund – is fuelling a major expansion of the awards program. We have an incredible opportunity with this to broaden the scope and elevate the prestige of our awards.

Student Group Granting

Student group granting has become more sophisticated and efficient in recent years thanks to collaboration between the Grant Allocation Committee, Student Group Services and the Dean of Students Office. Changes are needed to our written policies to preserve these improvements and better reflect the current process. Student group capital grants were phased out last year in favour of purchasing capital items ourselves and then loaning them out. This new model will need to be evaluated and supported this year.

*Tasks & Timelines:*

- Authorize the necessary financial transfers for a major awards program expansion (July)
- Develop a set of principles to create new awards that incorporate a financial-need criterion (July)
- Work with GAC and Student Financial Aid and Information Centre to create new awards (August)
- Meet with SGS and the Dean of Students to evaluate and update granting procedures (August)
- Deliver new awards (March)

*Resources Required:*

Staff time will be required from the Senior Manager (Finance & Administration), SGS and SFAIC.

*Alignment with Strategic Plan:*

Value(s) – Compassion, Stewardship

CSF(s) – Good Governance, Engagement

SG(s) – Establish an environment that promotes student spirit and involvement, and maximizes students' sense of ownership of the Students' Union and their university experience.

## **6. Communication**

*Summary:*

The SU's communication infrastructure is a fundamental tool for serving and engaging our students. An expansion and redevelopment of Infolink across campus will enhance our presence outside of SUB, and will allow students to interact with the SU and the University much more easily. In parallel, an expansion of SUTV to locations outside of SUB will enhance our capacity to broadly inform students.

*Tasks & Timelines:*

- Work to install communication infrastructure at select locations on campus (Ongoing)
- Expansion of communication tools (Ongoing)
- Assessment and improvement of SUTV (August)
- Create an up-to-date and consistent brand for Infolink (December)

*Resources Required:*

Financial resources will be required to materialize these ideas. Staff time will be required from the General Manager, Marketing and Technical Support.

*Alignment with Strategic Plan:*

Value(s) – Innovation

CSF(s) – Engagement, Resources

SG(s) – Develop an expansive communication infrastructure to support effective communication both internally and externally

## **7. Sustainability Assessment**

*Summary:*

The Students' Union is committed to pursuing sustainability – not only within our sustainability service, Sustain SU, but also throughout the organization as a whole. We are in the final stages of a comprehensive Sustainability Assessment that will provide us with a roadmap for sustainable practices

that could or do exist within the SU. I will work with the President to evaluate the results of the assessment, and we will look into developing a framework to incorporate sustainability in the organization's operations.

*Tasks & Timelines:*

- Assist President in finalizing the SA (August)
- Work with President to Prepare a sustainability implementation plan (August)

*Resources Required:*

Staff time from Department of Research and Political Affairs and from the President, as well as time and financial resources are required to implement recommendations.

*Alignment with Strategic Plan:*

Value(s) – Sustainability

CSF(s) – Planning and Assessment

SG(s) – Create and maintain systems and a culture that support continuous review, evaluation and ongoing improvement

## 8. Strategic Planning

*Summary:*

We deployed a new strategic plan last year to guide the SU's direction over the coming years. The next step is to ensure that the plan is implemented in a meaningful way. I believe we can do this by better integrating our major organizational planning processes. The President, General Manager and I are looking to develop a coordinated process to align departmental goals and executive goals with the strategic plan and with each other in a way that feeds seamlessly into the budget process. In doing so, we strive to create a framework within which goals can be efficiently pursued and achieved.

*Tasks & Timelines:*

- Produce policy governing operational planning (July)
- Summer management retreat (July)
- Develop and formalize an integrated strategic planning process (August)
- Incorporate the strategic plan at the level of the Budget and Finance Committee (December)
- Winter management retreat (December)
- Up-to-date department operating plans (January)
- Finalize 2012-2013 operating budget (April)

*Resources Required:*

Feedback from all levels of management as well as a commitment to uphold the new procedures

*Alignment with Strategic Plan:*

Value(s) – Stewardship

CSF(s) – Planning and Assessment

SG(s) – Create and maintain systems and a culture that support continuous review, evaluation and ongoing improvement

## VICE PRESIDENT (STUDENT LIFE)

I was elected on a platform of three broad but dynamic statements: Diversify Events, Develop Services and Defend the Student Voice.

The three pillars of programming, service and advocacy will be integral in achieving what I promised. It is extremely important that I value collaboration and resourcefulness while in pursuit of my goals. Virtually none could be effectively achieved on my own, and I will rely greatly on the support of others to aid in growing and empowering our campus community.

I am sure that many of these goals will change, but only in the way that I achieve them. Each of these goals provides benefits to the student body, so I am dedicated to achieving them in the most effective method possible.

Lastly, it goes without saying that I feel I am in the most exciting executive position that our Students' Union has to offer. In light of that belief, I leave you with these words:

Let's Have Fun!

Sincerely,

Colten Yamagishi  
Vice President (Student Life)

**MISSION:** To provide programs, events and services to fulfill the non-academic needs of students while advocating for external services to realize and satisfy those needs that the Students' Union cannot address on its own.

### 1. Optimize Programming and Venues

*Summary:*

#### Week of Welcome

My main focus for WoW is to foster an exciting environment that is conducive for the engagement and participation of students of all ages, backgrounds and stages in their academic careers.

#### Campus Cup

Expand the Campus Cup program to allow more teams to enter, and to streamline the registration and scheduling process. We are interested in inviting the University of Calgary to register a team to foster interuniversity engagement and strengthen bonds within Campus Alberta.

#### Antifreeze

I want to make a number of changes: better-advertised prizing, events that embrace the cold weather but keep the competitive environment comfortable, and broaden the range of activities to engage diverse skill sets.

### Break the Record

We need to secure more funding, more student interest, more university support and stimulate more campus energy to regain our Guinness World Record for the largest dodgeball game. This event fosters a strong and proud campus culture. It is my duty to act as an ambassador between students, staff, faculty, alumni and media for this huge event. Not only do I want to re-break the record, but I also want to do it well. This means hosting an event with the proper number of dodgeballs, voluntary registration and participation, themed swag, and an altogether celebration of campus engagement.

### New event

I will be making an announcement in the following months regarding the selection of a new initiative for the programming department this year. The focus of the event will be the promotion of student engagement and the recognition of talented groups/people on campus. The event is planned to occur at the end of February. Ideas for the event include a Lipdub, a “So You Think You Can Dance” style competition, and a campus musical.

### Venues

I plan to utilize our numerous venues in a variety of ways. I hold true to my plan to increase the amount of easy-access programming, such as affordable movie nights in the Myer Horowitz Theatre. I will also encourage student groups to rent these spaces for their events.

### *Tasks & Timelines:*

#### WoW

- Finalize theme selection (July)
- Performer and equipment bookings, grounds and facilities space (July- August)
- Logistics planning, volunteer training, and decoration completion (July - September)
- Host well-attended events and stay within set budget limits. (September)
- Host an accessible and energetic clubs fair (September)
- Engage students on a personal level by spending time at events and activities (Ongoing)

#### Campus Cup

- Develop a restructured Campus Cup marketing plan (October)
- Increase marketing efforts through student groups, faculty associations, residences, and the Greek system (October - November)
- Recruit a greater number of volunteers and capitalize on the increased capacity of the programming department (November)
- Connect with University of Calgary Students’ VPSL to build and register a U of C team (November)

#### Antifreeze

- Recruit an Antifreeze Planning Committee (November – December)
- Review and update the schedule of events (December)
- Begin Antifreeze social media and marketing campaign to promote registration and improve prize advertisement (December)
- Plan accordingly to the weather (e.g. force volunteers and participants to wear boots)

#### Break the Record

- Locate sponsorship and funding sources to run the event (June - February)

- Work with faculty to limit the number of midterm exams held during the event (June – February)
- Send out an official statement regarding the event to the Dean of Students and the Provost (June)
- Create an outreach and engagement marketing plan to influence stakeholders to participate in the game (this will be a year- long marketing campaign) (June – February)
- Promote Break the Record in Orientation, Clubs Fair, and WoW (September)
- Promote Break the Record during Campus Cup (November)
- Adjust logistics planning for increased player and audience capacity (December - January)
- Primary marketing effort (posters, social media, etc.) directly following Antifreeze (January)
- Secondary two-week marketing effort before event: class talks, publicity stunts, etc. (January - February)
- Contact external media to stimulate hype and cover the event (January - February)

#### New Event

- Research event strengths, opportunities, weaknesses, and threats (July – August)
- Choose an event based upon scope, reach, and impact to the target market (August)
- Collect necessary resources to successfully operate event (August – March)
- Develop an event plan and recruit senior volunteers (October)
- Begin general volunteer recruitment (January - February)
- Complete planning stages (Late February)
- Implement the event (March)

#### Venues

- Work with programming to increase our capacity for monthly movies in the Myer Horowitz Theatre (August – October)
- Partner with the Gateway to promote SU movie nights through subsidized advertisements (August)
- Host first SU movie night during WoW (September)
- Encourage student groups to use facilities such as SUBStage, Room at the Top, and Dewey's for events and programming

#### *Resources Required:*

Significant financial and human capital (sponsorship, programming and services staff, marketing department, volunteers), equipment, grounds and facility space, athletic venue space, recreational venue space, media attention and coverage, sponsorship from the Gateway, film license privileges

#### *Alignment with Strategic Plan:*

Value(s) – Citizenship, Innovation

Critical Success Factor(s) – Engagement, Planning and Assessment, Resources

Strategic Goal(s) – Establish an environment that promotes student spirit and involvement, and maximizes students' sense of ownership of the Students' Union and their university experience

## **2. Services**

#### *Summary:*

#### Access Fund and Awards Program: Student Financial Aid and Information Centre

Provide support in the creation of new awards and bursaries through the transfer of Access Fund dollars from the former Access Fund Endowment.

### Infolink and SUTV

Work to find reasonable methods and space to implement the Infolink revitalization plan.

### Sexual Orientation and Gender Equity Centre

Ensure that proper research is done and that the necessary student groups and stakeholders on campus have been consulted to see if they are in favour of the creation of a Sexual Orientation and Gender Equity Center on campus. If there is substantial interest I will work with the stakeholders to create a planning document for the creation of this service.

### Thrift Store

Create a plan for an effective service that allows students to donate their belongings to support those in need. The current model that I am proposing suggests the use of a temporary space (such as Dinwoodie Lounge) to run weeklong donation/selling terms on multiple occasions throughout the year. The revenue from sold items will fund the operation and any profits will be donated to a charitable effort geared toward supporting students. Hopefully, trained volunteers could run the whole operation. I am interested in talking to Alberta Public Interest Research Group, the Campus Food Bank, and the Community Service Learning program about sharing resources for the project. If this initiative is successful I would like to see the thrift exchange operate three times this school year.

### U- Pass

I have a number of goals regarding the U- Pass for this year. First and foremost, I want to implement a Spring/Summer U- Pass for undergraduate students effective Spring 2012. If our surveys show that there is interest for this, then I will bring the idea to referendum in March. A second goal is for three more surrounding municipalities to be covered by the U- Pass program: Stony Plain, Spruce Grove and Fort Saskatchewan. This will be a joint effort between the SU, the Graduate Students' Association, NAIT Students' Association), Grant Macewan Students Association, and Edmonton Transit Service. I will support ETS with their implementation of smartcard technology into their service by lobbying the city to provide ETS with the necessary funding to realize this initiative.

### *Tasks & Timelines:*

#### Access Fund and Awards Program: SFAIC

- Create guiding principles for the creation of new awards (July)
- Work with SFAIC and the Grant Allocation Committee to approve the creation of new awards and accompanying details such as value, eligibility, significance, etc. (July – September)
- Complete the first draft of the new Awards Program (October)
- Finalize and approve new awards and online application software (December)

### Infolink and SUTV

- Continue development of the SUTV program and other communications infrastructure
- Work with the Infolink staff to help carry out the proposed changes in the Infolink revitalization plan
- Rebrand Infolink (January)
- Receive a one- time infusion of funds from the university to provide for communications expansion across campus (February)

### Sexual Orientation and Gender Minority Centre

- Research similar services being run at comparable institutions (e.g. University of Calgary Q Centre)

- Meet with stakeholder groups on campus (iSMSS, OUTReach, SIDERITE) to discuss their interest in a physical service space in SUB (August)
- If necessary, work with the advocacy department to draft a service proposal document for the creation of a Sexual Orientation and Gender Equity Centre (April)

#### Thrift Store

- Meet with groups on campus that may be interested in spearheading this initiative like APIRG, CSL, CFB (August)
- Work with the Senior Manager of Programming and Venues to provide a space for this operation (August)
- Begin logistics and planning meetings (September)
- Work with marketing to provide an outreach plan to inform students of the event and to get them excited to participate (September)
- Trial run thrift store (October)
- Run first week- long thrift store event (November)
- Restructure logistics for greater efficiency and process design (December)

#### U- Pass

- Develop a lobby document for the outstanding municipalities to join the U-Pass program (July)
- Meet with the GSA, NAITSA, and the GMSA to develop a lobby strategy (August)
- Lobby municipality councils with the help of the GSA, NAITSA, and the GMSA to join their bus services with the U- Pass program (November)
- Survey students to gauge interest in Spring/Summer U- Pass program (First survey in August, second as part of undergraduate student survey in November)
- Move Spring/Summer U- Pass through referendum (March)
- Lobby Edmonton City Council for service expansion and smartcard technology

#### *Resources Required:*

##### Access Fund and Awards Program: SFAIC

Human capital from SFAIC and GAC with a heavy workload put on the Awards Administrator.  
Financial capital from the Access Fund Endowment

##### Infolink and SUTV

A one- time infusion of capital funds from the University, support from Infolink staff, facilities and operations, marketing and communications, the general manager, and the executive team

##### Sexual Orientation and Gender Equity Centre

Research and possible proposal drafting help from the advocacy department, consultation and advice from iSMSS, OUTReach, SIDERITE, and comparable institutions with similar service facilities, proposal design aid from the marketing department

##### Thrift Store

Collaboration with thrift store spearheading group, venue support, student support, vehicles to transport materials

#### U- Pass

Collaboration with the U- Pass Advisory and the U- Pass Admin Committees

#### *Alignment with Strategic Plan:*

Value(s) - Compassion, Sustainability, Innovation, Citizenship

CSF(s) - Credibility, Planning and Assessment, Good Governance, Resources, Engagement

SG(s) - Support the educational and university experience of students by providing relevant programs and services; Create and maintain systems and a culture that support continuous review, evaluation and ongoing improvement; Effective representation and advocacy of student needs, and ensuring clear accountability of student representatives; Provide sufficient and sustainable financial, human, capital, and technical resources to achieve the mission of the Student' Union; Develop an expansive communication infrastructure to support effective communication both internally and externally; Support the educational and university experience of students by providing relevant programs and services

### **3. Advocacy for student interests**

#### *Summary:*

#### Alcohol Policy

Help the university draft an updated alcohol policy that streamlines the registration process for obtaining licenses, and that allows for proper categorization of alcohol- related venues and events both on- and off-campus. Ensure that those drafting the plan consider the responsibility and ability of students to act in a safe and respectful manner as adults.

#### Food Quality, Variety, Affordability

Encourage the Students' Union and Aramark to provide healthy food options for students at an affordable price. Help address food quality concerns through vehicles such as the Food Ombudsperson, the RHA, Ancillary Services Committees, and the Health Promotions Advisory Committee. I believe that the SU has an amazing opportunity to become leaders in providing healthy food choices for students.

#### Health Centre Advisory Group

I plan to use HCAG as a sounding board for my ideas and initiatives such as combining the Health Centre and the University Student Services mandatory non- instructional fees to provide a better balance of spending. I am interested in working with HCAG to apply for specific grants for the PAW Centre and other health- related initiatives.

#### International Students

I will initially interact with the international student community through the International Centre as well as through the numerous international student groups on campus. I believe that the most effective way for me to support and work on behalf of international students is to attend their events and hear their concerns on an informal basis.

#### Mental Health

Maintain the push for increased support for mental health initiatives on campus. I plan to work with University Student Services as well as the Dean of Students' Office to help address mental health issues in our community.

### PAW Centre

Help advise the design of the PAW Centre to provide for all aspects of student wellness. I will focus especially to ensure that the Teaching Kitchen will provide healthy options and food- related education for students. The final design decisions will be made this year and we need to receive the optimal service and facility design attributes in return for students' large investment to the project.

### Residence

Support the renewal of a strong RHA that allows for constructive action that represents the voice of residents on campus. It is imperative that I closely monitor the implementation of both the restorative justice Residence Community Standards as well as the dry/quiet floors in Lister Centre to ensure that they are promoting a safe and responsible environment while still offering an inclusive community for student growth.

I want to ensure that the RHA is provided with the resources (knowledge, governance experience, etc.) to make substantial changes. I am helping the LHSA overhaul their constitution and will be looking into providing lines of governance support for Residence Life Student Staff members. I am also researching the GST exemption structure for the Lister meal plan.

### Sustainability

Create a recommendation plan for the implementation of necessary changes based on the results of the Sustainability Assessment. Push for sustainable practices in new capital projects, for example reaching a Gold LEED Standard for the PAW Centre. I will always try to be aware of new sustainable options and best practices so that I can recommend them to the SU and the university through numerous sustainability- related committees.

### *Tasks & Timelines:*

#### Alcohol Policy

- Work with groups to find the best solution for all parties by completing Town Hall meetings and stakeholder consultations (May – November)
- Draft a new alcohol policy and move it through governance committees (Ongoing)

#### Food Quality, Variety, Affordability

- Liaise with the Food Ombudsperson, Ancillary Services, the SU and other avenues to advocate for change in food quality, affordability and variety
- Work with the Policy Committee and Students' Council to create a political policy on food (July – August)
- Host a Town Hall meeting to discuss food: (October)
- Create a strategy and goals document for changing food service on campus (March)

#### Health Centre Advisory Group

- Work with the UHC's Outreach Coordinator as well as the Health and Wellness Team to provide increased awareness and support regarding both physical and mental health related issues for students
- Apply for a Community Facility Enhancement Program grant to help fund the PAW Centre project or one of our renovation initiatives (September)
- Combine the health related MNIFs: the University Health Services fee and the University Student Services fee (February)

### International Students

- Help address international students' culture-specific needs by encouraging University Student Services to take note of different cultural sensitivities in their practices such as recognizing students' cultural affinity to seeking out help
- Voice international student issues and opinions at university committees such as COSA
- Apply for international student group granting from University of Alberta International (August)
- Meet with all registered international student groups (December)
- Host a Town Hall regarding the creation of an International Student Association (December)
- Create a draft document for the creation of an ISA (April)

### Mental Health

- Set up ongoing meetings with the Dean of Students, the UHC team and the Peer Support Centre
- Communicate the results of the National College Health Association Survey to Students' Council (September)
- Review the Peer Support Center to ensure that we are efficiently providing for the mental health needs of students (December)
- Work with the Dean of Students to introduce a counsellor and a dietician in residence (January)

### PAW Centre

- Attend PAW Centre design meetings to provide feedback and input reflecting the student opinion
- Work with the Healthnuts Presidents and tour the NAIT teaching kitchen to gain a strong understanding of design elements to recommend for the PAW teaching kitchen (August)
- Complete the design phase of the PAW project (September)
- Sign off on the final PAW Centre agreement with the university (September)
- Pass the PAW project fee at Students' Council (December)

### Residence

- Finalize approval of the Residence Community Standards and related material (July)
- Ensure that capital projects are completed in time to suit student needs (September)
- Support the RHA and meet the executive of all of the major residence associations (November)
- Create a Residence Life governance committee (February)

### Sustainability

- Work with Sustain SU and the Office of Sustainability to promote sustainability awareness on campus and in the greater community
- Lobby Facilities and Operations to consider sustainable construction in all new capital projects
- Push for LEED Gold certification for the PAW Centre
- Approve the collaboration agreement between Sustain SU and the Office of Sustainability (July)
- Introduce filtered water bottle filling units to SUB (August)
- Incorporate sustainable initiatives and showcases into WoW (September)
- Create a recommendation document to complement the results of the SA (January)

### *Resources Required:*

#### Alcohol Policy

Governance support from the University and our advocacy department as well as stakeholder input from all departments and groups involved with alcohol and alcohol related events

Food Quality, Variety, Affordability

This goal will require collaboration with the VP (Operations and Finance) to develop the SU as a campus leader in food service as well as stakeholder resources and buy-in for deliberation

Health Centre Advisory Group

Collaboration with the VPOF, the DoS Office, and the UHC team

International Students

Collaboration with the VP (Academic), all cultural student groups, University of Alberta International, and the residence associations

Mental Health

Collaboration with the UHC, DoS, Peer Support Centre, and the residence associations

PAW Centre

Collaboration with the executive and numerous external parties such as Group 2 (architectural firm), University Facilities and Operations, the Faculty of Phys Ed and Rec, the GSA, etc.

Residence

Collaboration with the RHA, Residence Services, Ancillary Services, and residence associations

Sustainability

Funding to support the cost of introducing and promoting sustainable initiatives on campus. Collaboration from the Office of Sustainability, Sustain SU, University Facilities and Operations, SU Facilities and Operations, and the executive

*Alignment with Strategic Plan:*

Value(s) - Compassion, Stewardship, Innovation, Citizenship, Sustainability

CSF(s) - Good Governance, Credibility, Engagement, Continuity and Transition, Planning and Assessment, Resources, Consistency

SG(s) - Create and maintain systems and a culture that support continuous review, evaluation and ongoing improvement; Ensure the seamless continuity and transition of elected representatives, staff, and volunteers on an ongoing basis. Establish an environment that promotes student spirit and involvement, and maximizes students' sense of ownership of the Students' Union and their university experience; Support the educational and university experience of students by providing relevant programs and services