



*82<sup>nd</sup> Executive  
University of Calgary Students' Union  
2024-2025 Annual Operating Plan*



## Message from your Executive Team

We, the 82<sup>nd</sup> University of Calgary Students' Union Executive, are pleased to present our key priorities and goals for the 2024-2025 year.

During the summer months, we immersed ourselves in strategic planning sessions to develop a picture of where the Students' Union (SU) is today and how it can better serve its membership - the University of Calgary (UCalgary) undergraduate students. We conducted an extensive environmental scan that looked at a range of influences that would impact decisions and directions taken this year. This included considering ongoing initiatives from the previous executive, the directions set out in the 2022-2025 SU Strategic Plan, student feedback from the most recent SU Annual Survey, our election campaign priorities, and the environment that students at the UCalgary live in today.

Throughout this planning process, we have focused on three key priorities to best serve our constituents. First, we will strengthen the SU as an organization so that the level of services we are able to provide will only grow in the future. Second, we will strive to engage with students so that their issues are heard and understood. Finally, we will prioritize our advocacy efforts to better serve and represent

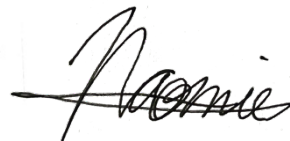
undergraduate students at the UCalgary, and empower them to advocate for themselves beyond their years in university.

At this critical time for the SU, the Executive team is committed to fulfilling our goals as outlined by this document and leaving the organization stronger than we found it at the beginning of our terms. To ensure transparency and accountability, we commit to reporting on our progress throughout the year in our monthly reports and regular updates at Students' Legislative Council (SLC) meetings.

We ask for the SLC's support in improving students' experience, quality of education, and connecting with our membership to advance the plans set out in this report.



Ermia Rezaei-Afsah  
President



Naomie Bakana  
Vice President Internal



Jessie Dinh  
Vice President Academic



Mateusz Salmassi  
Vice President External

## The SU Strategic Plan

### About Our Three-Year Plan

The SU by-laws state that “SLC must approve a strategic plan for the SU, prepared by the Executives and the General Manager or designate, by special resolution with two-thirds majority votes. The strategic plan must include a mission statement, a vision statement, and organizational values; and comply with the object of the SU provided by the Union Bylaw and the Act. The Executives and General Manager or designate must undertake a comprehensive review of the strategic plan every four years and provide a report to SLC with the results of the review, including an assessment of the progress the SU made towards the mission, vision, and values prescribed in the strategic plan since the last review; and recommendations for amendment to the strategic plan, if any.”

The original intent behind this directive was to assist elected officials – holding a one-year term of office – to take a longer view of the organization when creating their plans. In March 2022, a three-year strategic plan was adopted by the 79th SLC.

This framework has served to communicate to the undergraduate student community at the UCalgary what the SU is and what it hopes to achieve on behalf of its constituents. It has also kept the SU on track to address issues that are important to post-secondary students. The 81st SU Executive is tasked with continuing to develop and advance directions and initiatives that support the quality of student life, the quality of education, and the affordability and accessibility of post-secondary education for undergraduate students at the UCalgary.

## The Plan

### *Vision*

The Students’ Union envisions a vibrant community where all students thrive and are empowered to create their own unique post-secondary journey. We foster a culture of inclusivity, transparency, and respect that values the individual needs of students. Together, we have a meaningful and lasting impact on our campus and beyond.

### *Mission*

The Students’ Union serves to enrich the student experience. We support our diverse student body by providing exceptional programs, services, and opportunities that champion inclusivity and accessibility. We are committed to elevating and representing student voices through purposeful engagement and advocacy.

### *Values*

*Community* - We foster belonging by connecting students to personal, professional, and social opportunities.

*Excellence* - We deliver exemplary service through leadership and dedication to students.

*Equity* - We celebrate diversity in all its intersecting forms and combat attitudes and systems that lead to inequity.

*Ingenuity* - We innovate and adapt to the evolving needs of students in creative and dynamic ways.

*Integrity* - We demonstrate honesty and responsibility in all our actions and decisions.

# Annual Operating Plan for 2024-2025

## The Annual Planning Process

The 82<sup>nd</sup> Executive engaged in a process this summer to determine strategic outcomes and tactics that reflect the overall vision and mission of the SU, the current academic and external environment, and the campaign commitments made by all Executives before assuming office. This planning process included:

- a situational analysis;
- sessions, as an Executive team, to discuss key priorities and set outcomes and tactics for 2024-2025 that support the SU’s values and improve SU visibility, relevance, and student involvement; and
- discussion of how the success of outcomes will be measured.

## Key Priorities

The result of this planning process is a comprehensive package of plans that the 82<sup>nd</sup> Executive will continue to advance through its 2024-2025 mandate. Outcomes are categorized under the following key priorities:

- A. Strengthen the organization
- B. Engage with students
- C. Prioritize advocacy

## How to Read Our Plan

Our goal – the desired outcome that the SU would like to have this year.		
The specific action that will be undertaken to achieve this desired outcome.	How we will know when we have accomplished our goal.	The Executive who will be the lead on this action.

# Strengthen the Organization

The SU is committed to improving its governance and operational processes to ensure that students always feel that they can readily access the organization on multiple levels. And like most students, we have our eyes on the future. This year, we will consult students about their vision for the future of their student centre as the university’s population grows over the next decades.

<p><b>The SU will enhance its capacity by investing in MacHall and its businesses, thereby expanding services and advocacy to effectively support the university’s plan to add 10,000 students by 2030.</b></p>		
<p><b>Consult students about what they envision for the future of MacHall and SU businesses.</b></p>	<p>We’ll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have created and executed a student consultation process that allows us to plan out next steps with the MacEwan building and our businesses.</li> <li>2) We have provided recommendations to the 83rd SLC for possible paths to bring MacHall into the new quarter century.</li> </ol>	<p>President VP Academic VP External VP Internal</p>

# Engage with Students

The SU knows that its primary purpose is to make the on-campus lives of undergraduate students better. The SU remains committed to engaging with students and ensuring that they have the information and support they need to be active in their communities. Through activities and advocacy that expands on equity, diversity, inclusivity, and accessibility initiatives, we will work to ensure that all students feel welcome and can thrive on campus.

<p><b>The SU increases undergraduate student awareness about the SU, what it does, and how students can get involved on campus.</b></p>		
<p><b>Operationalize a communications plan to ensure that current and future SU executives consistently update students on their successes, challenges, and ongoing work.</b></p>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) SU executives and communications staff have developed a plan to guide communication efforts for current and future executives to follow.</li> <li>2) 2025 SU General Election voter turnout is higher than 2024 SU General Election voter turnout.</li> <li>3) The SU's 2024-2025 Annual Survey sees a higher survey response rate than the previous year's annual survey.</li> <li>4) The SU's 2024-2025 Annual Survey results demonstrate greater awareness and satisfaction of the SU's advocacy, programs, and services, as compared to the previous year's results.</li> </ol>	<p>President VP Academic VP External VP Internal</p>

**The SU believes all students should be able to express themselves openly and receive support through the expansion of equity, diversity, inclusivity, and accessibility initiatives.**

<p><b>Develop and implement a comprehensive review of the SU’s programs, services, and student-facing spaces to ensure equity and accessibility for all undergraduate students.</b></p>	<p>We’ll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have developed an internal EDIA review framework based on best practices.</li> <li>2) We have analyzed SU programs and services using this framework and incorporating stakeholder feedback.</li> <li>3) We have produced a report with recommendations and priorities for the 83rd SLC.</li> </ol>	<p>President VP Internal</p>
<p><b>Host a Black History Month arts showcase.</b></p>	<p>We’ll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have held a public event during Black History Month that showcases digital and physical arts pieces from at least 15 students .</li> <li>2) We have collected feedback from participants via a survey sent out post-event to inform future event planning.</li> </ol>	<p>VP Internal</p>
<p><b>Host a Cultural Day Celebration.</b></p>	<p>We’ll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) Numerous members of the campus community arrive on campus in their cultural attire on the event date.</li> <li>2) There are various forms of cultural representation (i.e. posters, dances, singing, etc.) presented at the event by cultures around the world.</li> <li>3) We have collected feedback from a survey sent out post-event from both participants and attendees to inform future planning.</li> </ol>	<p>VP Internal</p>

# Prioritize Advocacy

The SU is the voice of students on and off campus, and at this moment we recognize that we need to address some persistent issues related to safeguarding students' most basic needs. This year we will push all levels of government and the university on issues related not just the cost of getting a university education, but also food security, affordable housing, and for students' right to feel safe while exercising their charter rights.

Not surprisingly, when students are weighed down by concerns about these basic needs in addition to the pressures of academic life, their mental health is affected. With this in mind, the SU remains committed to advocating for increased mental health supports for students. Finally, we will advocate for the reimplementation of the Student Temporary Employment Program (STEP) which would help students gain work experience before graduation, and we will work with other students across Canada and across Calgary to prepare for upcoming federal and municipal elections to empower students to advocate for themselves when it is time to vote.

<b>The SU is committed to ensuring undergraduate students feel safe on and off campus.</b>		
<b>Call upon the University of Calgary Board of Governors to initiate an independent review of the decision-making processes of the University of Calgary during the student-led protest on May 9th to ensure accountability and transparency, and to safeguard the rights of future students as they exercise their charter rights.</b>	We'll know we are successful when: <ol style="list-style-type: none"> <li>1) We have lobbied members of the Board of Governors to support an independent review.</li> <li>2) We have persuaded the General Faculties Council to recommend to the Board of Governors to initiate an independent review.</li> <li>3) We have convinced the University to issue a letter guaranteeing that students involved in the protest will not be subjected to non-academic misconduct, enabling students to participate in the investigation process without fear of retaliation.</li> </ol>	President
<b>Work with the Student Ombuds Office (SOO) to improve students' experiences in seeking support on academic and non-academic concerns.</b>	We'll know we are successful when: <ol style="list-style-type: none"> <li>1) Conversations with the Office of the Vice Provost Student Experience are conducted to explore the possibility of service expansion.</li> <li>2) A Quality Money project for the creation of a student experiential learning opportunity within the SOO is completed.</li> </ol>	VP Academic President



<p><b>Contribute to the Sexual and Gender Based Violence policy working group with University Legal Services.</b></p>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have met with University Legal Services to discuss the policy changes.</li> <li>2) Student perspectives are included when drafting the new policy.</li> <li>3) We have discussed ways of mitigating incidents that occur within experiential learning opportunities (i.e., internship, co-op, practicum, study abroad) and included this in the policy.</li> </ol>	<p>VP Academic VP Internal</p>
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**The SU advocates for an affordable, accessible, and high quality post-secondary education.**

<p><b>Advocate for the provincial government to restore operating funding to Alberta's post-secondary institutions.</b></p>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have developed an advocacy strategy document that clearly outlines to politicians and the government why a restoration of post-secondary operating funding is necessary to improve the affordability and quality of education for students.</li> <li>2) We have submitted a pre-budget submission to the provincial government by September.</li> <li>3) We have met with the Minister of Advanced Education and the Critic for Advanced Education.</li> <li>4) We have held lobbying meetings with Government and Opposition MLAs.</li> <li>5) We have coordinated advocacy efforts with relevant stakeholders to align our asks to the provincial government.</li> </ol>	<p>President VP External</p>
<p><b>Pressure university administration to provide greater reporting detail on how students' Mandatory Non-Instructional Fees (MNIFs) are spent.</b></p>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) University administration agrees to provide publicly available MNIF reporting that demonstrates in greater detail how students' MNIFs are spent.</li> </ol>	<p>President VP External</p>

	<p><b>Advocate to the Registrar’s Office (RO) for the addition of course seat availability in alignment with the University’s Strategic Plan <i>Ahead of Tomorrow</i>.</b></p>	<p>We’ll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have consulted with students about courses causing significant graduation delays due to lack of seat availability.</li> <li>2) A report on courses lacking seat availability is compiled and presented to the RO.</li> <li>3) We have advocated to university administration and the RO to share a detailed plan on how they will accommodate the addition of 10,000 students.</li> </ol>	<p>VP Academic</p>
	<p><b>Unite with The Faculty Association of the University of Calgary (TUCFA) regarding the addition of courses and course section availability.</b></p>	<p>We’ll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have met with TUCFA to discuss the potential need to create more courses or course sections to accommodate increasing students.</li> <li>2) We have collaborated with TUCFA to advocate our enrolment concerns to university administration.</li> </ol>	<p>VP Academic</p>
	<p><b>Facilitate conversations with the University Student Appeals Office (SAO) to improve the student experience with appeals processes.</b></p>	<p>We’ll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) Meaningful discussion with the SAO is continued to work towards supporting students through appeals policies and procedures.</li> <li>2) Accessible pathways and policies for students to appeal are clear to students.</li> </ol>	<p>VP Academic President</p>

**The SU envisions all students having access to basic needs such as safe and affordable housing, and food security.**

**Advocate for new provincial funding for on- and off-campus student housing developments.**

- We'll know we are successful when:
- 1) We have developed an advocacy document that highlights to politicians and the government the need for provincial investment to increase the student housing supply.
  - 2) We have proposed a student housing investment in our pre-budget submission to the province and have met with both UCP and NDP MLAs to discuss this proposal.
  - 3) We have established a strong media presence regarding our student housing advocacy to the province by having at least three news stories published.

President  
VP External

**Call on the City of Calgary to implement a robust landlord licensing regime that incentivizes responsible landlord behavior, protects students from negligent landlords, and increases the supply of safe housing.**

- We'll know we are successful when:
- 1) We have raised the media profile of students living in unsafe housing by having at least one major news story published.
  - 2) We have lobbied key city councillors to support directing city administration to explore a landlord licensing framework in Calgary.
  - 3) We have asked city councillors and city administration to include post-secondary student voices in shaping a landlord licensing regime.

VP External

	<p><b>Facilitate greater post-secondary student engagement with their respective Community Associations (CAs) to ensure that student housing concerns are incorporated in formal city planning consultations between CAs and city administration.</b></p>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have met with University Heights Community Association (UHCA) to discuss greater student involvement in the UHCA.</li> <li>2) The UHCA has created a formal consultative mechanism to ensure the needs of students in the neighborhood are represented by the UHCA.</li> </ol>	<p>VP External</p>
	<p><b>Increase post-secondary student representation in the City of Calgary's Local Area Planning (LAP) process to embed student housing and other needs into new LAPs.</b></p>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) At least one SU executive has participated in a minimum of two separate Local Area Planning (LAP) consultation sessions.</li> <li>2) We have received a commitment from other Calgary Student Alliance (CSA) members that they will collectively attend a majority of LAP consultation sessions over the 2024-2025 year.</li> </ol>	<p>VP External</p>
	<p><b>Strengthen relationships with other post-secondary students' unions in Calgary to work towards coordinated student housing advocacy efforts.</b></p>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have worked with the Calgary Student Alliance (CSA) to ensure municipal level advocacy priorities for housing are established.</li> <li>2) The CSA is represented in at least one published media story.</li> <li>3) The CSA has raised its profile at City Hall as an advocacy stakeholder by being represented in meetings with at least three councillors or their staff.</li> </ol>	<p>VP External</p>
	<p><b>Internally review the SU's current food security practices.</b></p>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have analyzed the strengths and challenges of our food security initiatives.</li> <li>2) External research has been done to inform how we can improve our current structure at the SU Campus Food Bank.</li> </ol>	<p>VP Internal</p>

<p><b>Create an outline for a food security strategic plan.</b></p>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) Feedback regarding future initiatives has been collected from students, staff, volunteers, donors, and other primary stakeholders.</li> <li>2) The data is used to present recommendations to SLC for a three-year plan for food security work and programming internally at the SU.</li> </ol>	<p>VP Internal</p>
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**The SU is dedicated to ensuring that all students can access appropriate and diverse mental health resources around campus**

<p><b>Advocate to the province to increase and standardize funding to the Post-Secondary Student Mental Health Grant (PSMHG) to create effective on-campus mental health supports.</b></p>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have developed a thorough advocacy document to present to the provincial government highlighting the issues that exist with the current funding structure and strategies to mend it.</li> <li>2) We have met with the Minister of Health and Minister of Mental Health and Addictions and applied pressure to the province through public advocacy.</li> <li>3) We have met with the opposition Mental Health Critic.</li> <li>4) An ask to increase the PSMHG is included in the SU's provincial pre-budget submission.</li> </ol>	<p>President VP External</p>
<p><b>Connect with various student-facing offices and student groups around campus to review resources available to students.</b></p>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have collected information from each of the offices we reach out to.</li> <li>2) We have consulted with students and clubs to see what resources they are aware of and what gaps exist to meet their needs.</li> <li>3) We have collaborated with the SU Wellness Centre to ensure students are fully informed and able to access their services in a timely manner.</li> </ol>	<p>VP Internal</p>

	<p>4) We have reviewed the informal means of mental health supports on campus and compiled the results and recommendations on next steps for future Executives.</p>	
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**The SU advocates to the provincial government to develop additional undergraduate student employment opportunities.**

<p><b>Advocate for the reimplementation of the Student Temporary Employment Program (STEP) so students can gain entry-level work experience before graduation and save for their post-secondary education.</b></p>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have developed an advocacy document that highlights to politicians and the government the barriers to student employment opportunities and proposes solutions.</li> <li>2) We have met with both UCP and NDP MLAs to discuss our concerns and the student employment proposal document.</li> <li>3) We have met with relevant, like-minded community stakeholders to ask that they partner with us in advocating for this issue.</li> </ol>	<p>VP External President</p>
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**The SU empowers and equips students with the information, resources, and opportunities they need to engage in SU-led and/or student-led advocacy efforts and organize their peers to create positive change.**

<p><b>Collaborate with the Canadian Alliance of Students' Associations (CASA) and the Calgary Student Alliance (CSA) to prepare to mobilize students for federal and municipal Get Out the Vote (GOTV) campaigns during Fall 2025.</b></p>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have worked with CASA and other students' unions to prepare a federal GOTV campaign plan.</li> <li>2) We have worked with CSA and other students' unions to prepare a municipal GOTV plan.</li> <li>3) We have worked with CSA to develop municipal election information kits for students.</li> </ol>	<p>VP External</p>
<p><b>Incorporate students-at-large in SU-led advocacy efforts by creating student engagement opportunities which meaningfully contribute to the achievement of the SU's external advocacy goals.</b></p>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have compiled a contact list of students-at-large who are able and willing to speak to the media on at least three of the SU's key advocacy issues.</li> <li>2) We have developed relationships with at least three faculty clubs to collaborate on joint advocacy and student mobilization initiatives.</li> </ol>	<p>VP External</p>

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