

*83<sup>rd</sup> Executive*  
*University of Calgary Students' Union*  
*2025-2026 Annual Operating Plan*



## Message from your Executive Team

We, the 83<sup>rd</sup> University of Calgary Students' Union Executive, are pleased to present our key priorities and goals for the 2025-2026 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 2025-2029 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. In many, if not all cases, the annual goals achieve more than one of these key priorities. For example, advocacy is often initiated by student engagement, and the organization is made stronger through advocacy.

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.



Naomie Bakana  
President



Lorraine Ndovi  
Vice President Internal

  
*Gabriela Dziegielewska*

Gabriela Dziegielewska  
Vice President Academic

  
*Julia Law*

Julia Law  
Vice President External

# The SU Strategic Plan

## About Our Four-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 2025, a four-year strategic plan was adopted by the 82<sup>nd</sup> 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 83<sup>rd</sup> 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 2025-2026

## The Annual Planning Process

The 83<sup>rd</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 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 83<sup>rd</sup> Executive will continue to advance through its 2025-2026 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

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

## 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 MacEwan Student Centre as the university's population grows.

	<p><b>The SU effectively supports the University's plan to add 10,000 students by 2030 by ensuring that student voices shape expansion plans, focusing on service quality, infrastructure, and fair fees.</b></p>	
<p><b>Collect student feedback through a survey to understand their needs and willingness to pay for a building expansion.</b></p>	<p>We'll know we are successful when:</p> <ul style="list-style-type: none"><li>1) We have launched a social media campaign about the history of MacHall and expansion priorities.</li><li>2) At least 2000 students have completed the survey.</li><li>3) SLC has approved a referendum question – based on insights from the building survey – to be included in the 2026 General election.</li></ul>	<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 navigate challenging academic situations.

	<p><b>The SU guides undergraduate students in understanding their rights and responsibilities at the University of Calgary.</b></p>	
<p><b>Work with the university to formalize the Student Charter of Rights and Responsibilities.</b></p>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"><li>1) We have collaborated with the Graduate Students' Association on the new charter.</li><li>2) We have revised and updated the SU's Student Bill of Rights document, with the new version being named the Student Charter of Rights and Responsibilities</li><li>3) We have met with the appropriate university administrator(s) to discuss the university making this resource widely and easily available to students on the UCalgary website.</li><li>4) The university agrees to publish the charter on the UCalgary website.</li></ol>	<p>VP Academic</p>

	<p><b>Organize and execute an academic rights campaign in the Fall semester.</b></p>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have created communications materials for the campaign, including physical pamphlets, social media posts, and a page on the SU website.</li> <li>2) We have presented to Students' Legislative Council (SLC) about student academic rights and have recruited SLC members to assist with class talks for the campaign in the fall term.</li> <li>3) We have set up an informational table during the SU Welcome Fair to raise awareness with incoming first year students.</li> <li>4) We have conducted at least 20 class talks in at least five faculties in the second and third weeks of September.</li> <li>5) We have used the feedback from the fall campaign to inform future academic rights initiatives.</li> </ol>	<p>VP Academic</p>
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## Prioritize Advocacy

The SU is the voice of students on and off campus, and our goals reflect local and provincial student concerns. On campus, we will work with the University to finalize a reporting structure for Mandatory Non-Instructional Fees (MNIFs), consult with international students to determine future advocacy needs, work with the Provost's office on issues like advising and quality, work toward improvements in areas of physical accessibility and discrimination, and advocate for a reform of MyCreds.

Off campus, we will continue to advocate to the Provincial Government to increase student employment opportunities. As this is a municipal election year, we will also develop and distribute a key priorities document to highlight issues that impact students locally. We will encourage students to vote in the upcoming election and provide students with opportunities to engage with the City of Calgary beyond the election. And we will continue to advocate for more student-focused and/or affordable housing.

<b>The SU advocates for an affordable, accessible, and high quality post-secondary education.</b>		
<b>Finalize agreed-upon reporting details regarding Mandatory Non-Instructional Fees (MNIFs).</b>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"><li>1) The University adopts the SU's template for their annual publication which includes more details on how students' MNIFs are spent.</li><li>2) We continue consultation with the University regarding the detail with which indirect costs are reported in the future.</li></ol>	President VP External

	<p><b>Initiate a consultation campaign regarding the needs of international students to determine directions for future advocacy.</b></p>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have consulted with International Student Services (ISS) on the unique needs and wants of international students for their time at the University of Calgary.</li> <li>2) We have launched a survey targeting international students before the end of the fall term and have received over 500 responses.</li> <li>3) We have had at least 10 international students participate in a focus group.</li> </ol>	VP Internal
	<p><b>Advocate to the Provost's Office for a comprehensive review of all undergraduate advising offices on campus.</b></p>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have conducted an environmental scan of the quality assurance practices and standards in advising of other U15 institutions.</li> <li>2) We have met with the Provost's team to discuss the SU's recommendations and have gained a clear understanding of the barriers and opportunities for launching the review.</li> <li>3) We have a commitment from the Provost's office to launch the review.</li> </ol>	VP Academic
	<p><b>Recommend that the Deputy Provost revises the quality assurance (QA) standards for unit reviews to ensure that persistent problems within faculties do not continue to go unaddressed.</b></p>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have conducted research on the different models of quality assurance in post-secondary institutions.</li> <li>2) We have compiled recommended revisions and additions to the current unit review process and shared them with the Deputy Provost.</li> <li>3) We have met to discuss the results of the Campus Alberta Quality Council review that the university is undergoing in the Fall term.</li> <li>4) We have a commitment from the Deputy Provost to revise the QA standards for unit reviews.</li> </ol>	VP Academic

	<p><b>Advocate to the Registrar's Office (RO) to reform MyCreds.</b></p>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have met with the RO to propose adding a refund policy, document previews, and customizable documents to the MyCreds system.</li> <li>2) The RO implements document previews and a refund policy by the end of the academic year and communicates these changes to students, in consultation with the SU.</li> <li>3) The RO commits to conducting an environmental scan to understand how other post-secondary institutions implement customizable documents.</li> </ol>	<p>VP Academic</p>
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	<p><b>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</b></p>		
	<p><b>Identify the different physical accessibility challenges being brought forward to the university and determine recommendations for future advocacy.</b></p>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have gathered information from various offices and buildings on campus regarding accessibility concerns and developed an understanding of reporting methods around campus.</li> <li>2) The VPI uses the information gathered to facilitate a consultation with SLC members to discuss how to mobilize these concerns in different ways for the future.</li> </ol>	<p>VP Internal</p>

	<p><b>Explore the possibility of hosting a Cultural Talent Showcase.</b></p>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have examined feedback from last year's work regarding the Culture in Motion event planning.</li> <li>2) Determined how we should move forward in efforts to enhance opportunities for students to express their culture through various means.</li> <li>3) We will use the feedback from last year to inform the direction of a future cultural event.</li> </ol>	<p>VP Internal</p>
	<p><b>Collaborate with university offices to help increase student understanding of procedures for handling common student concerns about discrimination, based on protected grounds.</b></p>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have met with the Student Conduct Office (SCO) and the Sexual and Gender Based Violence Prevention Office (SGBVPO) to develop a stronger understanding of current policies, procedures and communication methods in relation to discrimination based on protected grounds.</li> <li>2) We have used the information gathered to collaborate with both the SGBVPO and the SCO to strengthen promotion of current policies, procedures and other relevant resources.</li> </ol>	<p>VP Internal</p>

<p><b>The SU advocates for the improvement of student quality of life off-campus.</b></p>		
<p><b>Facilitate a joint Municipal Get Out The Vote campaign for the upcoming civic election in Fall 2025, highlighting key student issues to candidates and voters.</b></p>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have hosted at least one on campus debate for Ward 7 candidates, with at least half of registered candidates participating.</li> <li>2) We have collaborated with the Calgary Student Alliance (CSA) to distribute a student issues-based questionnaire to all candidates across the city.</li> <li>3) We have communicated the responses of the above questionnaire with the Calgary post-secondary student community.</li> <li>4) We have informed students of where and when to vote, as well as key dates leading up to the election.</li> </ol>	<p>VP External</p>
<p><b>Develop and distribute a priorities document for the upcoming civic election in Fall 2025, highlighting key student issues, such as transit access and affordable housing.</b></p>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have collected data and research for the Municipal Priorities document.</li> <li>2) We have presented the document to members of the CSA and they have voted to adopt it.</li> <li>3) We have shared the document with candidates across the city.</li> <li>4) We have communicated the key messages of the priorities document to the campus community.</li> </ol>	<p>VP External</p>

<p><b>Provide students with opportunities to engage in public sessions with the City of Calgary by reimbursing travel expenses to promote attendance.</b></p>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) All public engagement sessions for housing or transit changes in the City of Calgary have had at least one student in attendance.</li> <li>2) We have had at least one student per month utilize the travel reimbursement for participation in public engagement sessions.</li> <li>3) The City of Calgary's What we Heard reports for municipal planning initiatives have mentioned student and youth feedback.</li> <li>4) We have encouraged City of Calgary officials to create more student facing feedback opportunities, such as on-campus tabling or informational sessions hosted on campuses.</li> </ol>	<p>VP External</p>
<p><b>Rebuild the CSA to have more involvement in Municipal politics.</b></p>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have created a stronger governance system, including transition plans and established by-laws, within the CSA to allow for an improved transition in between academic years.</li> <li>2) We have taken at least one media request on behalf of the CSA.</li> <li>3) CSA membership has had a meeting with at least one member of City Council.</li> </ol>	<p>VP External</p>
<p><b>Continue advocacy for increasing the number of student-focused and/or affordable housing units.</b></p>	<p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have hosted meetings with at least two developers interested in creating below- or at-market housing accessible to campus.</li> <li>2) We have had at least one meeting with member(s) of City Council, lobbying for the development of more affordable housing.</li> <li>3) We have gathered testimonials from at least four current residents of student housing in the City of Calgary to assist with future advocacy efforts.</li> </ol>	<p>President VP External</p>

<p><b>The SU advocates to the Provincial Government to increase undergraduate student employment opportunities.</b></p>	<p><b>Connect with stakeholders, such as the Calgary Chamber of Commerce, to gather support for the Summer Temporary Employment Program (STEP) in order to improve advocacy efforts.</b></p> <p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have collected at least seven letters of support for the STEP program.</li> <li>2) We have gathered at least five testimonials from former employers and employees of STEP.</li> <li>3) We have created a catalogue of support, that includes the previously mentioned resources, to utilize in future advocacy efforts.</li> </ol>	<p>President VP External</p>
	<p><b>Collaborate with Students' Unions and Associations across the province for a robust advocacy campaign related to the reinstatement of STEP.</b></p> <p>We'll know we are successful when:</p> <ol style="list-style-type: none"> <li>1) We have received commitment from at least four student organizations on a campaign educating constituents about STEP.</li> <li>2) There have been at least five meetings with key Government of Alberta officials regarding the reimplemention and value of STEP.</li> <li>3) We have created a Provincial Budget submission that includes the reinstatement of STEP as one of the asks.</li> </ol>	

**Students' Union  
University of Calgary**  
251 MacEwan Student Centre  
2500 University Drive NW  
Calgary, Alberta T2N 1N4  
Tel: (403) 220-6551  
Visit us at [su.ucalgary.ca](http://su.ucalgary.ca)

