

*84th Executive
University of Calgary Students' Union
2026-2027 Annual Operating Plan*



Message from your Executive Team

We, the 84th University of Calgary Students' Union Executive, are pleased to present our key priorities and goals for the 2026-2027 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,

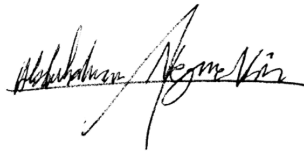
we will **prioritize our advocacy efforts** to better serve and represent undergraduate students at the UCalgary, and empower them to advocate for themselves beyond their years in university. In many, if not all cases, the annual goals achieve more than one of these key priorities. For example, advocacy 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.



Gabriela Dziegielewska
President



Abdu Negmeldin
Vice President Internal



Zoe Zeritsch
Vice President Academic



Mahad Rzain
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 82nd 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 84th 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 2026-2027

The Annual Planning Process

The 84th 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 84th Executive will continue to advance through its 2026-2027 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 processes to ensure that students always feel that they can readily access the organization on multiple levels. We intend to strengthen SU Clubs processes, and continue our efforts to ensure that SU Quality Money remains a student-controlled and tuition-rebate funded program.

	The SU is dedicated to enhancing the quality of students' experience.		
	We have preserved the SU Quality Money program as a student-controlled, tuition rebate-funded grant program.	We'll know we are successful when: 1) The university has agreed to drop its plan to significantly change or end the SU Quality Money program.	President
	Collaborate with the SU Clubs Office to identify and address areas of improvement to facilitate a higher quality of experience for SU Clubs.	We'll know we are successful when: 1) We have reviewed relevant Union policy and procedures and developed recommendations for future changes. 2) We have worked with the Coordinators of Student Organizations (CSOs) to begin implementing recommendations that streamline processes in the Clubs Office by the Fall term. 3) We have proposed revisions for the 2027/28 academic year based on continual evaluations by the end of the Winter term.	VP Internal President

Engage with Students

The SU knows that its primary purpose is to make the on-campus lives of undergraduate students better. SU remains committed to engaging with students and ensuring that they have the information they need to navigate advising resources, housing and employment opportunities, and provided information on how to get involved in politics. We also aim to advance an equitable and inclusive campus community environment by focusing on food security, recommendations with respect to providing time and space for students' faith practices, and ensuring students' housing needs are considered by city council.

The SU is committed to improving the quality of student life.		
Promote awareness regarding advising resources available to students to aid in degree progression and planning.	We'll know we are successful when: 1) We have gathered sufficient information to create a comprehensive campaign detailing accessible resources to students for degree planning. 2) We have launched a social media campaign during key advising overload periods about available resources for degree planning and progression.	VP Academic
Develop and distribute guides to help students navigate housing and employment, as well as getting involved in politics.	We'll know we are successful when: 1) We have completed the Guide to Getting Involved in Politics for students. 2) We have completed the Housing and Employment Guide for students. 3) We have promoted both guides using social media. 4) We have promoted both guides through at least one student engagement event.	VP External

	Organize and execute an awareness campaign on self-care coping mechanisms and mental health resources available to students on- and off-campus.	We'll know we are successful when: 1) We have formed a plan and timeline to create communication materials for the campaign, including physical pamphlets, social media posts, and a short guide on resources available to students both on and off campus. 2) We have recruited members of the Students' Legislative Council (SLC) to assist with the creation of social media content and help share information with students within their faculties. 3) We have set up information tables during relevant events to raise awareness of self-care techniques and mental health resources.	VP Internal
	Provide support and guidance for the creation of an International Students' Association (ISA).	We'll know we are successful when: 1) We have reviewed the recommendations developed by previous executives on the feasibility of an SU registered club for International Students. 2) We have recruited international students to spearhead an ISA. 3) We have met with International Student Services (ISS) to determine the level of involvement and support they may be able to provide to ISA. 4) We have provided resources and support to the students involved in creating the ISA. 5) The ISA applies to become a registered SU Club for the 2027/2028 academic year.	VP Internal

The SU advances an equitable and inclusive campus and community environment for undergraduate students.		
Advocate to the University's Executive Leadership for the creation of a long-term plan to address the gaps in multi-faith spaces on campus.	We'll know we are successful when: 1) We have used existing feedback and space audits to develop recommendations to shape a better student experience for future multi-faith spaces. 2) We have met with relevant university leadership to provide recommendations and explore opportunities for short, medium, and long-term improvements. 3) University leadership has committed to addressing these issues as part of a long-term capital projects plan.	VP Internal
Establish a Students' Union free breakfast program to help combat student food insecurity.	We'll know we are successful when: 1) We have developed a proposal for the program, including location, funding source, conditions of use, menus, additional resources needed etc. in collaboration with MacEwan Conference and Events Centre. 2) We have secured funding and finalized operational details of the program by end of summer. 3) We have launched the program and integrated it into SU operations by the Winter term. 4) We have evaluated the usage of the program and developed recommendations for future service by the end of the academic term.	President

	Explore the possibility of an additional statutory holiday to accommodate religious holidays of Muslim and Jewish students.	We'll know we are successful when: 1) We have completed an environmental scan of additional statutory holidays in other post-secondary institutions. 2) We have consulted with Muslim and Jewish students on campus. 3) We have engaged with The University of Calgary Faculty Association (TUCFA) and the Alberta Union of Provincial Employees (AUPE) to gauge their interest and support for this initiative. 4) We have developed recommendations for pursuing this initiative in the future.	President
	Lobby city council and/or the municipal civil service staff to consider students as a separate category under the municipal analysis of the housing census.	We'll know we are successful when: 1) We have conducted research and compiled a recommendation document about adding students as a category under the municipal analysis of the housing census. 2) We have met at least once with a City Councillor and/or a Municipal Civil Service staff member to discuss adding students as a category under the municipal analysis of the housing census.	VP External

Prioritize Advocacy

The SU is the voice of students on and off campus, and our goals reflect local, provincial, and national student concerns. On campus, we will work with the university to ways to simplify the advising process, and advocate for an institutional direction on AI usage and literacy. Off campus, we will continue to advocate to the Provincial Government to maintain the 2% tuition cap and implement zero percent interest on provincial loans. At a national level, we will advocate to federal representatives to expand the Canada Student Grant Program.

The SU advocates for an affordable, accessible, and high-quality post-secondary education.		
Lobby the Minister of Advanced Education to maintain the current 2% tuition cap.	We'll know we are successful when: 1) We have reviewed the recommendations and developed a campaign plan to achieve this goal. 2) We have lobbied the Minister of Advanced Education on this issue at least once. 3) We have lobbied the Ministry of Advanced Education's civil service on this issue at least once.	President VP External
Lobby federal law makers to expand the Canada Student Grant (CSG) Program.	We'll know we are successful when: 1) We have meet at least once with a Member of Parliament to push for the permanence of the Canada Student Grants Program. 2) We have recommended that this ask be incorporated in the Canadian Alliance of Student Associations' (CASA) 2027 – 2028 budget submission.	VP External

	Lobby the Ministry of Advanced Education to implement zero percent interest provincial loans.	We'll know we are successful when: 1) We have conducted research and compiled a document outlining our recommendations. 2) We have met at least once with the Minister of Advanced Education and/or a Provincial Civil Service staff member to push for the implementation of zero interest provincial loans.	VP External
	Advocate to key university administrators and faculty regarding implementation of academic wellness supports for managing excessive academic workload.	We'll know we are successful when: 1) We have surveyed at least 500 students regarding the need for more academic wellness supports, advising services offered in their faculties, and AI usage and literacy. 2) We have met with key stakeholder groups on campus to develop a stronger understanding of current policies, procedures, and current work being done to further student well-being. 3) We have collaborated with key stakeholders to obtain the support required to strengthen current advocacy work in promotion of student well-being. 4) We have shared our findings with the Provost's Office and other important stakeholders. 5) We have secured a commitment from at least five Faculty Deans to explore opportunities to alleviate students' academic workload.	VP Academic
	Advocate to key university administrators to explore an institutional direction on AI usage and literacy among faculty and students.	We'll know we are successful when: 1) We have comprehensively surveyed at least 500 students regarding AI usage and its impacts on their learning, advising services offered in their faculties, and academic wellness supports. 2) We have completed our research on the state of AI usage and literacy by students. 3) We have shared our recommendations with the Provost's Office and secured a commitment towards exploring an institutional direction on AI usage at the university.	VP Academic

	Work with the university to identify pathways towards simplifying academic advising processes.	We'll know we are successful when: 1) We have completed an environmental scan to identify unmet and insufficiently served students' needs by academic advising offices at the University of Calgary. a. We have consulted with every faculty advising office to understand their processes and service culture for academic advising. b. We have comprehensively surveyed at least 500 students regarding advising services offered in their faculties, AI usage and literacy, and academic wellness supports. 2) We have shared our recommendations with the Academic Advising Review team and have established a consistent communication channel to platform student feedback during the university's current academic advising review process.	VP Academic
	Advocate to key university administrators to expand opportunities for digital learning to accommodate for growing undergraduate student population.	We'll know we are successful when: 1) We have secured a commitment for collaboration with key university administrators to aid in ongoing consultation and implementation of a digital learning framework. 2) We have completed our research on the state of digital learning integration and enrolment expansion at the University of Calgary. 3) We have shared our recommendations on the current and future classroom technology and digital learning expansion plans and secured a commitment from the Vice-Provost, Teaching and Learning to incorporate our recommendations in the university's strategic implementation of its Academic Innovation Plan.	VP Academic

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