

**GSA Council Meeting
CONSOLIDATED AGENDA**

Monday, November 23, 2015 at 6:00 pm
2-100 University Hall, Van Vliet Complex



A pizza dinner will be served at 5:15 pm at 2-100 University Hall, Van Vliet Complex.

Substantive material is sent to all GSA Council members at least one week prior to the date of the meeting to give members abundant time to review (in accordance with the Standing Orders of Council). Any additional substantive material received after this mailing will be emailed as soon as possible.

Reports from committees, Directly-Elected Officers, and management are emailed the Friday before a Monday meeting so that the content is as current as possible.

Speaker Sulya Fenichel in the Chair

Please note that GSA President, Colin More, is at the Board of Governors' Dinner and will be arriving late at GSA Council.

OPEN SESSION

1. Roll Call
2. Approval of the 23 November 2015 Agenda
3. Approval of the Minutes from the 19 October 2015 GSA Council Meeting
Attachments:
 - Minutes from the 19 October 2015 GSA Council Meeting
4. Changes in GSA Council Membership
 - i. Introduction of New Councillors (*If you are new to GSA Council, please let us know it is your first meeting*)
 - ii. Farewell to Departing Councillors (*If this is your last GSA Council meeting, or if your last Council meeting is approaching, please let us know*)

**Attached Numbered
Pages**

3.0 – 3.9

Presentations and Councillor Announcements

5. University of Alberta Chief Librarian
Harsh Thaker (GSA Vice-President Academic) will present the item and introduce the guest.

Guests: Gerald Beasley (University of Alberta Chief Librarian)
6. Councillor Announcements

For Information

7. GSA 2015-2016 Budget and Expenditure (Quarterly) Report
Sarah Ficko (GSA Vice-President Labour and Vice-Chair of GSA BFC) will present the item. Ellen Schoeck (GSA Executive Director), Shirley Ball (GSA Accountant), and Dorte Sheikh (GSA Financial Manager) will be available to answer questions.

Prepared by J Tanguay, C Thomas, and E Schoeck for the Council Meeting of November 23, 2015

GSA BFC members who are members of GSA Council: Colin More (GSA President and GSA BFC Chair), Sarah Ficko (GSA Vice-President Labour and GSA BFC Vice-Chair), Dasha Smirnow (Councillor, Business PhD)

GSA BFC voting members invited to GSA Council as guests: Karen Turpin and Sina Yansori

Attachments:

- Cover Letter from the GSA President
- Outline of Issue
- GSA 2015-2016 Budget and Expenditure (Quarterly) Report
- GSA 2015-2016 Quarterly Operating Budget Narrative
- GSA 2015-2016 Quarterly Restricted and Other Funding Narrative

7.0
7.1
7.2 – 7.3
7.4 – 7.18
7.19 – 7.21

Elections, Appointments, Special Business, Updates

8. GSA Standing Committee Elections

Michele DuVal (Administrative Chair of the GSA Nominating Committee) will present the item.

Attachments:

- Nominees for Chair and Vice-Chair of the GSA Appeals and Complaints Board
- Nominees for the GSA Elections and Referenda Committee
- Nominees for the GSA Awards Selection Committee

8.0 – 8.1
8.2 – 8.3
8.4 – 8.6

For Discussion

9. University of Alberta Next Institutional Strategic Plan

Harsh Thaker (GSA Vice-President Academic) will present the item.

Attachments:

- University of Alberta Institutional Strategic Plan Discussion Paper

9.1 – 9.28

Action

10. GSA Recognition Awards and Adjudication Criteria: Proposed changes to GSA Policy for clarity
Alphonse Ndem Ahola (Chair of the GSA Awards Selection Committee) will present the item.

Attachments:

- Outline of Issue
- Double Column of Proposed Changes: GSA Recognition Awards and Adjudication Criteria

10.0
10.1 – 10.2

11. Councillor-at-Large Positions - Proposed Changes to the to GSA Bylaw (Parts III and VII) (First Reading) AND GSA Policy (Elections, Sections 2, 8, and 11) AND the Standing Orders of GSA Council (For information)

Colin More (GSA President) and Sarah Prescott (GSA ERC Vice-Chair) will present the item.

GSA GC members who are members of GSA Council: Sarah Ficko (GSA Vice-President Labour and GSA GC member), Susan Cake (CAL and GSA GC member), Shelby Sanders (Alternate Councillor, EAS, and GSA GC member), and Sulya Fenichel (GSA Speaker and GSA GC non-voting member).

GSA ERC members who are members of GSA Council: Leigh Spanner (GSA Senator, CAL and GSA ERC Chair), Virginia Pimmett (GSA CRO and GSA ERC non-voting member) and Sean Rah (GSA DRO and GSA ERC non-voting member).

Prepared by J Tanguay, C Thomas, and E Schoeck for the Council Meeting of November 23, 2015

GSA ERC voting members invited to GSA Council as guests: Sarah Prescott (GSA ERC Vice-Chair), Christopher Chen, Justin Leifso, Ahmed Najar, Axel Perez Trujillo.

Attachments:

- Cover Letter from the GSA GC Chair and GSA ERC Chair 11.0
- Outline of Issue 11.1
- Double Column of Proposed Changes: Councillors-at-Large Positions – Changes to the Composition of GSA Council 11.2 – 11.6

Reports

12. **President (Colin More, GSA President)**
 - i. President’s Report 12.0 – 12.2
 - ii. GSA Board 12.3 – 12.4
 - iii. GSA Budget and Finance Committee 12.5
 - iv. GSA Governance Committee 12.6

13. **GSA Nominating Committee**
 - i. **GSA Nominating Committee Report (Michele DuVal, GSA Nominating Committee Administrative Chair)** 13.0 – 13.1

14. **Vice-President Academic (Harsh Thaker, GSA Vice-President Academic)**
 - i. Vice-President Academic’s Report 14.0 -14.1

15. **Vice-President External (Alphonse Ndem Ahola, GSA Vice-President External)**
 - i. Vice-President External’s Report 15.0 – 15.1
 - ii. GSA Awards Selection Committee 15.2

16. **Vice-President Labour (Sarah Ficko, GSA Vice-President Labour)**
 - i. Vice-President Labour’s Report
 - ii. GSA Negotiating Committee **(no meetings this reporting period)** 16.0 – 16.2
 - iii. GSA Labour Relations Committee **(no meetings this reporting period)**

17. **Vice-President Student Services (Alireza Talaei, GSA Vice-President Student Services)**
 - i. Vice-President Student Services’ Report 17.0 – 17.1
 - ii. GSA Student Affairs Advisory Committee (Joint Chair: Vice-President External) **(no meetings this reporting period)**

18. **Senator (Leigh Spanner, GSA Senator)**
 - i. Senator’s Report **(no written report at this time)**

19. **Speaker (Sulya Fenichel, GSA Speaker)**
 - i. Speaker’s Report **(no written report at this time)**

20. **Chief Returning Officer (Virginia Pimmett, GSA Chief Returning Officer)**
 - i. Chief Returning Officer’s Report **(no written report at this time)**

21. **GSA Elections and Referenda Committee (Leigh Spanner, GSA Elections and Referenda Committee Chair)**
 - i. GSA Elections and Referenda Committee Report 21.0

22. **GSA Management (Ellen Schoeck, GSA Executive Director)**
 - i. Executive Director’s Report 22.0 – 22.4

Question Period

Prepared by J Tanguay, C Thomas, and E Schoeck for the Council Meeting of November 23, 2015

23. Written Questions (**none at this time**)

24. Oral Questions

Adjournment

Prepared by J Tanguay, C Thomas, and E Schoeck for the Council Meeting of November 23, 2015

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- Agenda (First Mailing).docx

**Meeting Transcript
19 October 2015
GSA Council Meeting**

[Note: All materials referred to in these Minutes are stored in hard copy in the Official File, as well as electronically]

IN ATTENDANCE:

Colin More (President)	Kateryna Pashkovska (Anthropology)	Lorna Sutherland (Elem Education)	Sheldon Burke (Oncology)
Harsh Thaker (VP Academic)	Heather Leier (Art & Design)	Joanne Farmer (Elem Education)	Ashley Bahry (Paediatrics)
Sarah Ficko (VP Labour)	Cameron Smithers (Biochemistry)	Sarah McRae (English & Film Studies)	Katarina Ondrusova (Pharmacology)
Alphonse Ndem Ahola (VP External)	Michele DuVal (Bio Sciences)	Neil Prather (History & Classics)	Jay Worthy (Philosophy)
Ali Talaei (VP Student Services)	Graham Little (Biomedical Eng)	Alli Querengesser (Humanities Computing)	Norbert Kanyo (Physical Ed & Recreation)
Sulya Fenichel (Speaker)	Dasha Smirnow (Business PhD)	Mahalakshmi Kumaran (Lab Med & Pathology)	Ruijia Wang (Physics)
Virginia Pimmett (CRO)	Avinash Sheshachalam (Cell Bio)	Jessica Peck (Library & Info Sciences)	Margot Challborn (Poli Sci)
Sean Rah (DRO)	Kevin?? (Chem & Materials Engineering)	Claudia Heinrich (Linguistics)	Karen Du (Psychology)
Leigh Spanner (Senator/Councillor-at-Large)	Joseph Cheramy (Chemistry)	Hirad Soltani (Mech Eng)	Colin Reynolds (Public Health)
Pooran Appadu (Councillor-at-Large)	Firouz Khodayari (Civil & Enviro Engineering)	Sourayon Chanda (Mech Eng)	Pat Hart (Religious Studies)
Monty Bal (Councillor-at-Large)	Darian Brennekamp (Communication Sci & Disorders)	Vanessa Carias (Medical Genetics)	Alison Murata (Renewable Resources)
Susan Cake (Councillor-at-Large)	Samira Diar-Bakirly (Dentistry)	Ninad Mehta (Med Microbiology & Immunology)	Sarah Solvey (Secondary Ed)
Sarang Gumfekar (Councillor-at-Large)	Nicole Meyer (Earth & Atmospheric Sciences)	Melissa Silva (Medicine)	Tasha Jayatunge (Sociology)
Jude Kong (Councillor-at-Large)	Shelby Sanders (Earth & Atmospheric Sciences)	Elli Dehnavi (Modern Lang & Cultural Studies)	Kelsi Barkway (Sociology)
Hannah Madsen (Councillor-at-Large)	Jane Traynor (East Asian Studies)	Grant Norman (Neuroscience)	Antonio Bruni (Surgery)
Megha Bajaj (Councillor-at-Large)	Marcia East (Ed Policy Studies)	Upinder Singh (Nursing)	
Tania Shewring (AFNS)	Amanda Radil (Ed Psychology)	Chantal Lagimodiere (Occupational Therapy)	

GUESTS: Dr. Steven Dew (University of Alberta Provost and Vice-President Academic), Philip Stack (Associate Vice-President, Risk Management Services), Lindsay Westover (Dean of Engineering Selection Committee Nominee), Chris Chen (GSA Appeals and Complaints Board Chair Nominee), Hassib Rahman (Councillor-at-Large Nominee), Robert Recklow (Councillor-at-Large Nominee).

Speaker Sulya Fenichel in the Chair.

The meeting was called to order at 6:00 pm.

Roll Call**1. Roll Call of Council Members in Attendance****Approval of Agenda****2. Approval of the 19 October 2015 Consolidated Agenda**

Members had before them the 19 October 2015 Consolidated Agenda, which had been previously distributed on 16 October 2015.

S Fenichel **MOVED**; A Talaei **SECONDED**.

Agenda approved by UNANIMOUS CONSENT.

Approval of Minutes**3. Minutes****i. Minutes from the 21 September 2015 GSA Council meeting**

Members had before them the 21 September 2015 GSA Council Minutes, which had been previously distributed on 9 October 2015.

S Fenichel **MOVED**; K Barkway and N Prather **SECONDED**.

Minutes approved by UNANIMOUS CONSENT.

Changes in GSA Council Membership**4. Changes in GSA Council Membership****i. Introduction of New Councillors**

This was the first meeting for a number of Councillors: C Smithers (Biochemistry); A Sheshachalam (Cell Biology); K Arulmaran (Chemicals & Materials Engineering); G Little (Biomedical Engineering); S Diar-Bakirly (Dentistry), N Meyer (Earth & Atmospheric Sciences), J Traynor (East Asian Studies); M East (Educational Policy Studies); S McRae (English & Film Studies); H Soltani (Mechanical Engineering); M Silva (Medicine); S Solvey (Secondary Education); D Brennekamp (Communication Sciences & Disorders).

ii. Farewell to Departing Councillors

They were no Councillors for whom this was a last meeting.

Presentations and Councillor Announcements**5. University of Alberta Provost and Vice-President Academic**

Colin More introduced the guests, Steven Dew (University of Alberta Provost and Vice-President Academic) and Philip Stack (Associate Vice-President, Risk Management Services)

P Stack introduced GSA Council to the University's 2015-2016 budget with the intention of keeping students informed and up to date on the budget and the ramifications of Bill 3 in particular. An overview of the budget was presented to the University of Alberta's Board of Governors in March 2014 as part of the Comprehensive Institutional Plan. P Stack explained that: "Operating funds refer to general teaching activity and general operations (salary and benefits); ancillary represents things like housing, food, and parking; research is funding awarded through grants; capital is for capital construction; special purpose are internally restricted funds for certain purposes. Total budget revenues of 1.8 billion, with expenditures of almost 1.8 billion and with excess of 23 million. The University is in a small deficit with respect to operating. Under the *Post Secondary Learning Act*, the Board of Governors is not allowed to present a deficit budget without ministerial dispensation."

GSA Council was shown a pie chart breaking down revenue streams; half comes from the Alberta Government Campus Alberta grant, major revenue on operating side; this includes research funds and capital. The second largest revenue source is tuition and fees at 18%. On the expense side, the vast majority is spent on salaries and benefits. The next largest expenses are material supplies and sundries, all other expenditures (lab supplies, phones, IT, libraries); scholarships are 5%, and come from various sources.

GSA Council was then shown the fully consolidated budget forecast. These forecasts were based on assumptions presented to the Board of Governors in 2014. Based on these assumptions, going forward a 0% grant increase was factored. Based on these projections, the University will start going into deficit in 2017, 2018, and 2019.

These are the assumptions incorporated into the approved budget for the Board of Governors: 0% change to Campus Alberta grant; a tuition increase of 2.2%; new Market Modifiers. The assumptions regarding expenditures, still under negotiation with AASUA (Association of Academic Staff University of Alberta), include benefits and pension contributions increasing at rates well above the Consumer Price Index.

Bill 3 froze tuition at the 2014-2015 levels. As such, tuition levels were rolled back and Mandatory Non-Instructional Fees (MNIFs) were also frozen at 2014-2015 levels. Market Modifiers were reversed. S Dew clarified that this was the Bill that the new government rolled out in May to re-position the post secondary sector. P Stack continued that Bill 3 also affected the Campus Alberta grant - 2% increase. The proposed 2% increase in the grant for 2015-2016 and backfill funding would offset the tuition freeze and the discontinuation of Market Modifiers. But there was no backfill for MNIFs.

How does Bill 3 affect the University's budget? Grants will increase and the backfill will offset some items and give a positive increase. Some of these funds are set aside for future forecasts. The increase will offset the lack of backfill for MNIFs, however the enrollment revenue forecast is lower.

Things to watch for include the price of oil and how this impacts government revenues. Until the provincial government's budget is approved, we will not know for certain. The 2% adjustment is not a given until the provincial budget gets tabled and approved. Exchange rates as the Canadian dollar falls also affect the University as many of our equipment is purchased in US dollars.

Tuition was frozen under the Tuition Fee Regulation but this does not include international tuition, which falls outside of the Regulation. The University is currently considering international tuition; presenting this budget at GSA Council is part of the consultation process in which they are engaged. They are also meeting with the Residence Board Advisory Committee (RBAC) to consider residence fee increases. They are similarly consulting with the Students' Union. They will go forward to the Board Finance and Property Committee (BFPC) in November and the Board of Governors in December for any increases in international tuition and residence fees.

The new University President wants to develop a new strategic plan to invest in the academy in critically important areas.

S Dew concluded that the budget is a complex process with significant variables – enrollment, inflation, exchange rates, the new government. Many things impact the budget for next year. Administration wants to have as good a budget in place as possible.

P Appadu asked why international tuition was not included in the freeze from Bill 3. S Dew explained that tuition fees are regulated under the Tuition Fee Regulation and it is specific about what it applies to – international tuition is outside of that. The freeze only applies to domestic tuition. To keep the same budget, an international tuition increase was retained. P Appadu followed up and asked if this was discriminatory. P Stack responded that in order to keep the budget whole it was necessary to proceed with these increases. Without these increases, there would have to be cuts on the expenditure side.

N Prather inquired about the expenditures graph and asked, of the 61% for salaries, what proportion supports graduate students. P Stack stated that student appointments were set at \$16.5 million for 2015-2016 but he had no further breakdown than that. There is \$192 million for salaries that comes from research funds but he was unsure what portion was for graduate students.

M Bal thanked the presenters for their overview and asked in light of what happened last week (a student suicide), had the Administration been in contact with the government to lobby for mental health funding. S Dew responded that they have been working on this issue for several years in joint initiatives with Calgary and Lethbridge to secure

more funding. They received a \$3 million grant to allow for Counsellors in student support areas and out in faculties for counselling closer to students. The U of A is currently in the third year of this grant and working to renew funding. The President presented a large submission to the Minister, with this as one of the highest priorities. Mental Health services are funded under a different portfolio (Health) than post-secondary education so it requires work with two ministries. This is a high priority for the University to continue to provide these services. P Stack added that through the Risk Management Services portfolio, there was one-time funding for the Dean of Students to develop a comprehensive mental health plan so the University could proactively address issues of concern. M Bal followed up by asking if there had been any movement or communication to indicate that the government understands the problem. S Dew responded that the President recently spoke to the Minister but he is unsure if this was before or after the recent incident.

F Khodayari pointed out that as an international student, he will pay more for tuition each year but his RA/TA funding will not increase so each year he will be poorer and asked if that was fair. P Stack responded that the rates of salaries are negotiated for adjustment. They endeavour to strike the right balance; to sustain the quality of education experience, and the allocation of revenues to maintain excellence. S Dew added that in the submission to the government, along with mental health, additional funding for graduate students was another priority.

N Mehta pointed out that in some programs the fee increases have been 139%; in some departments the PI pays the additional fees so not all students are equally affected. P Stack responded that the approved Market Modifiers for those programs and they were a significant increase. Those were the submissions developed by faculties for market adjustments to tuition. We did not get the backfill funding to make up for those increases for international students. There are many factors that determine setting tuition fees - economics, value and return, competition for how we're seen relative to other institutions, etc. Some students associate the level of tuition with the quality of the program. S Dew added that Market Modifiers are a special adjustment that the Ministry allows us to make the U of A competitive with similar programs elsewhere. It brings us a little closer to what our peer organizations are charging. Money comes in from research sources and are tied to very specific expenditures such as student support, and are not allowed to be used for lights or heating.

P Appadu asked what proposals or mechanisms were in place to increase graduate student funding. S Dew responded that funding comes from many directions. TA funds were associated with undergrad teaching allocations and that we are trying to get special envelope funding where in the Ministry recognizes pressures on growing graduate student enrollment that warrants changes to our budget. We would seek new money from the government for such a purpose. He added that research funds and assistantships are driven by the success of faculty members and scholarships.

S Sanders asked if the increase is to the tuition base or the international tuition differential. P Stack responded that they currently apply to both. Going forward you will see just one tuition fee and no longer the two elements. Increases will be on the total tuition. S Sanders followed up by stating that the international students within her department have their differentials paid so having them combined will impact students negatively. She asked if this change will be brought to departments before it is implemented. P Stack stated that he will ensure that it is and speak to the Registrar and others to make sure it is handled appropriately.

N Prather asked if international students get grant funding from the government and if so, what is the difference in what a domestic student gets in grant funding. P Stack responded that there is no specific targeted money from the government for international student grants.

F Khodayari pointed out that Market Modifiers are a big portion of the tuition fee he pays to his department. In increasing fees there is further separation between international and domestic students. International students may look elsewhere for jobs. Do international students pay Market Modifiers too? Can this be separated? S Dew responded that there are no Market Modifiers in Civil and Environmental Engineering for graduate students. There were Market Modifiers about 5 years ago. What we have talked about today only applies to a small number of programs that were approved by the previous government last winter. There are no new Market Modifiers in

Engineering. Market Modifiers only impact certain, targeted programs. MNIFs are for everyone and support other, non-instructional services for students.

V Pimmet asked what the funding priorities are other than Mental Health and graduate funding. S Dew responded that other priorities involve stable, predictable funding across the board, Maskwa House of Learning (Aboriginal Gathering place), and priorities related to capital projects.

D Smirnow asked for the presenters to speak to student enrollment projections and how they are used to compile the budget. P Stack responded that we had relatively modest growth in graduate student numbers. We budgeted for stabilization and enrollment numbers for undergrads in alignment with funding from the provincial government. Modest growth is factored in, in terms of international student growth.

N Prather asked where we rank in terms of the differential of international tuition compared to domestic tuition. P Stack responded that in the comparative group, the U15, for 2015-2016, Masters tuition and compulsory fees are \$6369 while at U of A the equivalents are \$6112. For international tuition, the average is \$14,486 while at U of A the equivalent is \$7543.

S Gumfekar, in a follow-up to F Khodayari's earlier question/comment, also pointed out that there are Market Modifiers in Engineering. J Traynor added that as an MA she also has a graduate Market Modifier in her tuition and that she was surprised to see it. P Stack stated they will commit to looking at all of the graduate programs that have Market Modifiers in place. C More reminded Council that the graduate program market modifier came in about 4-5 years ago for all graduate students in a sort of fee scheme change. S Fenichel suggested that it might be a definitional issue and asked if P Stack if he wished to clarify, to which P Stack agreed.

S Cake pointed out that the Market Modifier was put in place several years ago and it was to be eventually rolled into tuition. To say we don't pay them is misleading. P Stack stated that there was a transition to adjust and normalize. S Fenichel asked P Stack if he would like to review the tuition normalization transition and get back to us. P Stack agreed. This is different than the Market Modifiers he referred to earlier. S Cake added that Market Modifiers are used to normalize tuition across the country but that Alberta funds its institutions at a higher level. She would expect to see higher tuition in Ontario. P Stack responded that when each faculty proposes a Market Modifier, they put forward a proposal that includes their current funding. A range of things determines where a program sits relative to its peers and a number of factors are considered.

P Appadu asked if the budget is available publicly and will the PowerPoint be available. P Stack responded that the GSA can circulate the presentation and the budget is publicly available on the University website. Search for the Comprehensive Institutional Plan.

H Thaker asked about the 2% increase for strategic initiatives and how it will be utilized. S Dew responded that they are still working on that.

6. Councillor Announcements

- V Carias announced that Let's Talk Science is in urgent need of volunteer for their Harry Potter themed science day. The event is on Saturday from 5-9. They need help with decorating Katz (no kids) and will provide pizza for volunteers. Contact ltsp@ualberta.ca to volunteer.
- L Spanner announced a party at Elephant & Castle after the election results. S Ficko announced an election party at Deweys/RATT.
- C Smithers announced that stipends came up at a recent staff meeting in the Faculty of Medicine & Dentistry and asked any interested students in that faculty to follow up with him.

Action Items, Elections, Appointments, Special Business, Updates

7. GSA Standing Committee Elections **Michele DuVal presented the item.**

GSA Appeals and Complaints Board Election (GSA ACB)

M DuVal invited L Spanner to give some background on the GSA ACB to GSA Council. L Spanner explained that before the GSA ACB, GSA Policy, with respect to discipline, was confused and lacked multiple procedural fairness elements, the GSA ACB Policy addressed these issues. L Spanner also noted that the GSA NoC spent a lot of time interviewing all the candidates.

M DuVal explained the ballots with the “yes” and “no” votes for each candidate.

GSA Councillor-at-Large Position

M DuVal presented the election for the Councillor-at-Large position and noted that the position was advertised through the GSA Newsletter. She indicated that candidates were invited to answer the following two questions:

Q1: What prompted you to run for the position of Councillor-at-Large?

Q2: What are critical issues facing graduate students today?

She then introduced the candidates and invited one of them to address GSA Council and the other one to step out of the room. S Fenichel, using their names on folded pieces of paper, picked the name of the student who would address GSA Council first. H Rahman addressed GSA Council first.

H Rahman, in answer to question 1, stated that he was a master student in Mechanical Engineering and that he first learnt about the GSA and GSA Council at his orientation and through the handbook.

H Rahman, in answer to question 2, mentioned that some of the issues important to graduate students are funding issues, health and dental coverage, and developing departmental connections.

R Reklow, in answer to question 1, indicated that he is a new graduate student and that he feels that he can be a positive voice on GSA Council.

R Reklow, in answer to question 2, stated that many issues facing graduate students were brought up at the meeting; for example stability in funding, competitive, low, and fair tuition fees, and the availability of mental health resources.

Representative on the Dean of Engineering Selection Committee

M DuVal explained that, as per UAPPOL, GSA Council selects the graduate students to serve on the Dean of Engineering Selection Committee from a pool created by one nominee by department in Engineering forwarded by their respective Departmental GSA. M DuVal also specified that because not all the nominees could attend GSA Council none of the nominees would be addressing GSA Council.

As the ballot counts were not completed by the time GSA Council adjourned, the results of the above three elections have been communicated to GSA Council by email on October 23, 2015 in the GSA Council summary paragraph.

For Information

8. Survey of Departmental Councillors on GSA Negotiated Services for Graduate Students **Colin More (GSA President) and Alireza Talaei (GSA Vice-President Student Services) presented the item.**

A Talaei presented the survey to GSA Council. At the previous meeting, Councillors were asked to consult with their peers about GSA Services. This survey is short, six questions and a similar survey for all graduate students is in the GSA newsletter. Councillors-at-Large wanting to fill out the survey were asked to write "CAL" on the top of their survey.

P Appadu asked why Councillors-at-Large need to self-identify. A Talaei responded that since the survey was meant to be filled out by Departmental Councillors as representing the views of their constituents, CALs were asked to self-identify. Councillors can also fill out the survey online and ask their peers to do so as well. E Schoeck added that there will be two tabulations, one for students and one for Councillors. You can send the survey in at a later time. M Bajaj asked why we are using paper when the survey is available online. Speaker responded that not everyone has a laptop at GSA Council. S Cake pointed out that some people were uncomfortable with the online format and that CCIDs were collected. C Thomas clarified that no personal information was collected and that this fact would be added to the GSA newsletter in the section for the survey. C Reynolds asked how long the survey will be available. C Thomas and E Schoeck noted that it would stay open until November 30.

Reports

9. President

i. President's Report:

Members had before them a written report, which had been previously distributed on 16 October 2015. The report stood as submitted. In addition, C More stated:

- Unwind your Mind Coffee Breaks are ongoing through the fall. They are held at PAW or Triffo Hall. These are a good chance to get out of the lab and connect with people.
- C More pointed out to GSA Council that, in light of the presentation from S Dew and P Stack we should keep in mind that due to Bill 3 there will likely be no further changes in the new provincial budget related to post-secondary.

ii. GSA Board

Members had before them a written report, which had been previously distributed on 16 October 2015. The report stood as submitted.

iii. GSA Budget and Finance Committee

No written report was required at this time; committee will be meeting next week.

iv. Governance Committee

Members had before them a written report, which had been previously distributed on 16 October 2015. The report stood as submitted.

10. Nominating Committee Report

Members had before them a written report, which had been previously distributed on 16 October 2015. The report stood as submitted. In addition, M DuVal stated:

- Pending results from the GSA ACB election, GSA Council may also be voting on a chair and vice-chair for that committee later in this meeting.

As the ballots counts for the GSA ACB were not completed by the time the end of the agenda was reached the election for the Chair and Vice-Chair of the GSA ACB has been moved to the November GSA Council meeting.

11. Vice-President Academic

v. Vice-President Academic's Report

Members had before them a written report, which had been previously distributed on 16 October 2015. The report stood as submitted. In addition, H Thaker stated:

- Today is Election Day so please come to RATT to view the results.
- The last item in his report, the Long Night Against Procrastination, is partially funded by FGSR and GSA. This year there will be targeted programming for graduate students on November 19 from 8:00 pm – 8:00 am. This will include a midnight dinner and survivor's breakfast. Get help with your writing projects.

12. Vice-President External

i. Vice-President External's Report

Members had before them a written report, which had been previously distributed on 16 October 2015. The report stood as submitted. In addition, A Ndem Ahola stated:

- At the previous GSA Council meeting, S Cake raised the issue of international students arriving after hours to move into Residence. A Ndem Ahola discussed this with the advisory committee at the last meeting and they will work to make sure there are phone numbers available so that students can reach someone.

ii. Awards Selection Committee

Members had before them a written report, which had been previously distributed on 16 October 2015. The report stood as submitted.

15. Vice-President Labour

i. Vice-President Labour's Report

Members had before them a written report, which had been previously distributed on 16 October 2015. The report stood as submitted. In addition, S Ficko stated:

- We are entering negotiations with the Board of Governors. We will submit an opening position of our asks for this year, including increasing stipends. We are working on issues of compliance so if you have a contract we would like to see a copy of it. Please send a copy to S Ficko or the GSA office. We are looking for a range of issues to inform our starting point in negotiations. We are happy to receive any type of contract, not just non-compliant ones.

ii. Negotiating Committee

Members had before them a written report, which had been previously distributed on 16 October 2015. The report stood as submitted.

iii. Labour Relations Committee

Members had before them a written report, which had been previously distributed on 16 October 2015. The report stood as submitted.

16. Vice-President Student Services

i. Vice-President Student Services' Report

Members had before them a written report, which had been previously distributed on 16 October 2015. The report stood as submitted. In addition, A Talaei stated:

- ARFPAC (Athletics and Recreation Fee Policy Advisory Committee) will come to GSA Council to give an update.
- In light of the recent suicide on campus, Councillors are reminded that the GSA can help you access mental health resources. Please reach out if you need help. There are many, easy-to-access services.
- P Appadu asked how to go about talking to someone we feel needs help. A Radil responded that Helping Individuals at Risk (HIAR) is an on-campus service specifically for this. Speaker reminded GSA Council that we had a presentation about this and it allows for anonymous assistance. S Ficko added that QPR offers one hour workshops on how to speak to someone and highlighted that if someone seems at risk, it is important to talk to them because it will have a positive effect. Even if you feel uncomfortable, acknowledge that they are struggling. J Traynor asked if there are counselling opportunities for non-native English speakers as there is high risk for international students and counselling in a second language is prohibitive. A Talaei responded that we will follow up on this. L Sutherland stated that there are excellent counselling services on campus and they are available for walk-in appointments. If you don't know how to proceed it is important that you do so however possible. A Talaei added that there is a dedicated counsellor for graduate students at Triffo Hall. V

Carias pointed out that the distress line Edmonton can teach you how to have a conversation with people in need. The service is over the phone and they will teach you how to talk to someone who is suicidal or experiencing domestic violence. E Schoeck added that this is a government agency and they have a help link number for non-English Counselling.

ii. Student Affairs Advisory Committee (joint chair: Vice-President External)

No meetings this reporting period.

17. Senator

i. Senator's Report

Members had before them a written report, which had been previously distributed on 16 October 2015. The report stood as submitted. In addition, L Spanner stated:

- Attended first of four senate plenary meetings, at which all the Senators convene. The purpose is to meet with and consult with the new President. For the community engagement committee, the Senate's objective is to increase engagement with AB communities. L Spanner suggested engaging with communities that define themselves without space - identity, religion, etc. Send emails to gsa.senator@ualberta.ca.

18. Speaker

i. Speaker's Report

No written report at this time.

19. Chief Returning Officer

i. Chief Returning Officer's Report

No written report at this time.

20. Elections and Referenda Committee

Members had before them a written report, which had been previously distributed on 16 October 2015. The report stood as submitted.

- C Reynolds asked the GSA ERC Chair to expand on some of the proposed changes for the Councillors-at-Large. L Spanner explained that GSA Council will see the proposal at the November meeting. The committee unanimously decided to bring forward the proposal that Councillors-at-Large be elected at Council in April and that there will be 5 positions available. If all five are not elected in April there will be a second election in October and that the positions be non-voting.

21. GSA Management

i. Executive Director's Report

Members had before them a written report, which had been previously distributed on 16 October 2015. The report stood as submitted. In addition, E Schoeck stated:

- As a corporation under the *Post-Secondary Learning Act*, the GSA keeps a list of documents that define us as a corporate entity. We have an agreement with the University Financial Services to collect fees. The agreement from 2005 gave us 10% of the fees in October and 90% in January. This created cash-flow problems so the University now advances the GSA the entire amount. We will renegotiate that agreement next year and propose a new schedule that works better for the GSA and the University.

Question Period

22. Written Questions

None at this time

23. Oral Questions

None at this time

Adjournment

The meeting was adjourned at 8:21 PM.



Cover Letter from the GSA President – Quarterly Financial Report

To: GSA Council

From: Colin More (GSA President and Chair, GSA Budget and Finance Committee)

Date: November 13, 2015

Dear Council Colleagues,

I am writing to list some of the key elements of the Quarterly Report which will be before you at the meeting of November 23.

Enrolment Reduction and Savings

There is a drop in enrolment and thus in our fees revenue. The estimated reduction is 233 FT and 109 PT for a revenue adjustment estimated by our Financial Team of \$49,772 (the most recent numbers we have received show that the drop in enrolment is lower than this). We expect to save \$109,700 in Human Resources and \$12,690 in Operating Contingency. The GSA has been spending prudently to achieve these savings.

Unitized Endowment Pool (UEP)

Payout of the GSA share in the UEP was received in July. The share had a market value of \$437,137 which was \$42,215 higher than the March 31, 2015 value of \$394,922. An investment strategy for these funds is being established.

Investments

The GSA Budget and Finance Committee has decided to use an investment advisor to assist in maximizing our investment returns and to provide an investment strategy suitable to this organization. BFC interviewed two investment firms for the job, and selected ATB Investment Management.

Chopped Leaf/PAW

A temporary sub-lease agreement was signed on August 10, 2015 with the SU, and rental payments to the GSA commenced in August. We expect to have final review of the lease by our lawyers and the SU lawyers by January.

ab-GPAC Fees

ab-GPAC fees have been set at \$3.00 per student. We are currently collecting \$2.00 per student but we have a restricted account with \$30,478.96 (from revenues collected for the past two years) which we will use to pay the fee increase of \$1.00 until this fund is expended. We are working on a plan with respect to funding the increase.

New Money

We requested \$5,000 in funding from FGSR for sponsorship of the fall term PD event (in addition to their annual support payment of \$5,000) and FGSR agreed. University Wellness Services provided a grant of \$1,000 for the Unwind Your Mind events and the Office of Alumni Relations has provided \$3,500 in funding for the winter term PD event.

Overall, despite the decline in graduate student numbers and the concomitant reduction in fee revenue, we are in excellent shape financially. My thanks to the Financial Team of Shirley Ball, Dorte Sheikh, Ellen Schoeck, and Heather Hogg.

I look forward to discussing the quarterly financial report more when GSA Council meets.

Regards,
Colin More, GSA President and Chair of the GSA BFC

cc: GSA BFC members

Outline of Issue (GSA COUNCIL)
GSA 2015-2016 Budget and Expenditure (Quarterly) Report

Suggested Motion for GSA Council:

That the GSA Council **RECEIVE FOR INFORMATION** the GSA 2015-2016 Budget and Expenditure (Quarterly) Report.

Note: At its meeting of October 29, 2015, the GSA BFC **received for information and forwarded to the GSA Board** the GSA 2015-2016 Budget and Expenditure (Quarterly) Report. At the meeting of November 12, 2015, the GSA Board **received for information and forwarded to GSA Council** the GSA 2015-2016 Budget and Expenditure (Quarterly) Report. Members of the GSA BFC have been invited to attend the November 23, 2015 meeting of GSA Council.

Jurisdiction:

GSA Policy, Budget Principles, Practices, and Procedures, Section 2.4.a:

"The GSA Accountant and the GSA Financial Manager shall prepare a quarterly report which will first be submitted to the Executive Director (ED), then the GSA President and then to the GSA BFC, the GSA Board, and to GSA Council for information. It is suggested that these reports be organized by budget divisions and lines, with the following information in easy-to-follow columns: current budget; actual year-to-date expenditure, forecast to the year end, total forecast, balance remaining, percent remaining, informative comment on any variance or approved reallocation, and comment on significant comparisons from previous years. All such reports shall be compliant with Alberta's Personal Information Privacy Act and other applicable laws."

Role of the GSA BFC:

GSA Policy, Standing Committees, GSA Budget and Finance Committee, Section 4.2.c:

"The GSA BFC shall receive for information and forward to the GSA Board quarterly reports on expenses and revenues; these reports shall present comparative information from previous years in a way that shows, in transparent fashion, the percent of the annual budget spent in each quarter, by budget division."

Role of the GSA Board:

GSA Policy, Standing Committees, GSA Board, Section 2.3.a:

"The GSAB is the senior administrative authority of the GSA as delegated to it by Council."

Background:

The last quarterly reports on the GSA budget were presented to the GSA Budget and Finance Committee (GSA BFC), GSA Board, and GSA Council in June and July 2015.

The quarterly financial reports have been created to build year-over-year tracking and monitoring into the GSA's financial systems, and allow greater control over budget. In addition to yearly comparisons, regular quarterly reporting allows for better forward planning and illustrates the GSA yearly financial cycle.

The GSA Financial Team (GSA Director Ellen Schoeck, GSA Accountant Shirley Ball, GSA Financial Manager Dorte Sheikh, and Director of Operations Heather Hogg) agree that the GSA's budget is on track and there are no issues of concern.

Prepared by C Thomas and E Schoeck for GSA Council 23 November 2015

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The Graduate Students' Association of the University of Alberta

2015-2016 GSA Operating Budget (including Capital Budget)

GSA 2015-2016 Budget and Expenditure Report

2nd Update, April to Sept 2015 actuals and Oct 2015 to March 2016 forecast

	CURRENT YEAR April 1, 2015 to March 31, 2016				PRIOR YEAR Comparative				
	2015-2016 Approved Budget	Actual Apr 2015 to Sept 2015	Forecast Oct 2015 to Mar 2016	Total	Variance	Ref #	% Variance	Actual Apr 2014 to Sept 2014	Total Actual 2014-2015 Apr 2014 to March 2015
REVENUE									
GSA Fees Revenue	1,142,085	456,818	635,495	1,092,313	(49,772)	1	-4%	442,580	1,068,800
Investment Revenue	19,096	54,443	6,130	60,573	41,477	2	217%	12,861	17,691
Funding from Others (New for 2015-16)	15,980	21,380	2,000	23,380	7,400	3	46%	-	-
Other Revenue	1,239	4,500	-	4,500	3,261	4	263%	1,029	8,668
Total Revenue	1,178,400	537,141	643,625	1,180,766	2,366		0%	456,470	1,095,159
EXPENSES									
Governance	200,746	92,429	99,466	191,895	8,851		4%	91,651	186,144
Advocacy	24,735	4,646	20,089	24,735	-		0%	8,979	12,272
Human Resources	806,726	336,622	360,404	697,026	109,700	5	14%	343,865	708,860
Office Administration	31,995	10,072	17,860	27,932	4,063		13%	16,590	31,153
Professional	32,721	16,819	24,013	40,832	(8,111)	6	-25%	18,619	26,078
Services Expenses	61,479	20,495	37,115	57,610	3,869	7	6%	10,425	42,765
Operating/Contingency Fund	15,330	420	2,220	2,640	12,690	8	83%	623	6,920
Sub-total	1,173,732	481,503	561,167	1,042,670	131,062		11%	490,752	1,014,192
	4,668	55,638	82,458	138,096	133,428		2858%	(34,282)	80,967

Explanatory notes:

Under the variance column high-lighted red numbers indicates revenue shortfall, or an expense overexpenditure.

Under the variance column black numbers indicates more revenue received than budgeted, or an expense savings.

Projected surplus funds will be applied to the Financial Stabilization Fund.

1. Estimated revenue shortfall of \$49,772 is expected due to lower student enrollment.
2. Positive variance for revenue - Proceeds from the Unitized Endowment Fund resulted in a gain. Details in accompanying narrative report.
3. Positive variance for revenue - Received additional revenue from FGSR and higher than anticipated revenue from studentcare.net/works.
4. Positive variance for revenue - Received new revenue from Alumni Relations and University Wellness Services.
5. Positive variance (savings). Savings achieved due to under spending in Human Resources of \$109,700 (comprised of \$55,740 in Support Staff savings (Communications Specialist position full-time unfilled and Front Desk part-time position unfilled), \$21,000 in Management HR savings, Parental/Other Discretionary Leave surplus of \$20,000 and other savings).
6. Negative variance (overspent). IT consultant has been hired on a four month contract causing an over expenditure.
7. The category of Services Expenses has a larger budget in 2015-2016 than the previous year due to the addition of two new expense lines of Annual Strategic Plan Initiatives (\$8,480) and Orientation/DLI (\$7,500).
8. Expenses of \$420 for Sitecore training for three staff and a late catering invoice from March 2015 for Awards Night.

The Graduate Students' Association of the University of Alberta

2015-2016 GSA Restricted and Other Funding

GSA 2015-2016 Budget and Expenditure Report

2nd Update, April to Sept 2015 actuals and Oct 2015 to March 2016 forecast

	CURRENT YEAR April 1, 2015 to March 31, 2016				PRIOR YEAR Comparative				
	2015-2016 Approved Budget	Actual Apr 2015 to Sept 2015	Forecast Oct 2015 to Mar 2016	Total	Variance	Ref #	% Variance	Actual Apr 2014 to Sept 2014	Total Actual 2014-2015 Apr 2014 to March 2015
Funding from Commercial Activities - Physical Activity and Wellness Centre (PAW)									
Physical Activity and Wellness Centre (PAW) - ESTIMATE ONLY	26,755	5,690	21,065	26,755	-		0%	-	-
Fundraised Activity									
GSA Handbook	11,000	10,590		10,590	410		4%	9,480	9,480
Graduate Student Support Fund (GSSF) Projects (Restricted Revenue)									
GSA Recognition Awards	18,000	-	18,000	18,000	-		0%	-	18,000
GSA Child Care Grants	250,392	146,125	104,267	250,392	-		0%	79,000	267,500
GSA Emergency Bursaries	157,224	61,621	95,603	157,224	-		0%	28,837	87,353
GSA Professional Development Awards	392,230	173,950	218,280	392,230	-		0%	180,536	302,274
	817,846	381,696	436,150	817,846	-		0%	288,373	675,127
Other Restricted Funding									
New Provincial Graduate Student Advocacy Fees (formerly Alberta Graduate Council Fees)	7,689	-	7,689	7,689	-		0%	-	7,244
CJSR Fees Collected - \$1.00 per student goes to the radio station operation	14,451	-	14,451	14,451	-		0%	-	14,490
GSAP (Graduate Student Assistance Program) Fees Collected	79,481	31,290	31,290	62,580	16,901	1	21%	32,561	65,121
Health Plan Revenue	1,294,409	-	1,294,409	1,294,409	-		0%	-	1,202,945
Dental Plan Revenue	967,464	-	967,464	967,464	-		0%	-	800,655
	2,363,494	31,290	2,315,303	2,346,593	16,901		1%	32,561	2,090,455
	3,219,095	429,266	2,772,518	3,201,784	17,311		1%	330,414	2,775,062

Explanatory notes:

1. Fees collected exceeded premiums invoiced by GSAP.

Account Name and Budget	Brief Description	Narrative and Variance
GSA REVENUE		
GSA Fees		
GSA Fees (annual membership fee) \$1,142,085 budget	<ul style="list-style-type: none"> • The Graduate Students' Association (GSA) is supported by annual student membership fees which are levied by GSA Council and collected by the University. The fees received are based on the number of full-time and part-time graduate students attending the UA. Following approval of the fee amount by the GSA Council the annual fees are submitted to the UA Board of Governors to provide for collection. • Based on the three-year funding agreement signed between GSA and UA on April 30, 2013, the GSA will receive: <ul style="list-style-type: none"> ○ 40% advance in May based on the projected fall/winter enrollment ○ 90% (of fall term fees) in October based on the assessed fees for the fall/winter terms, <i>after the Fall term 100% withdrawal deadline in October</i> ○ 90% (of winter term fees) in February based on the assessed fees for the fall/winter terms, <i>after the Winter term 100% withdrawal deadline in February</i> ○ Final payment in April (next fiscal year) after the actual student enrollment is reconciled 	<ul style="list-style-type: none"> • For 2015-2016, the projected GSA revenue used for the budget was \$1,142,085. This is based on funding 6,091 full-time students (6,091 @ \$158.13 per student) and 1,508 part-time students (1,508 @ \$118.60 per student). However, the 2014-2015 actual shows a decrease in student enrolment. The projected 2015-2016 revenue has been revised to reflect an equivalent drop in enrolment (estimate drop of 233 full-time and 109 part-time students) and is now projected to be \$1,092.313. • Actual April to September: \$456,818 • Forecast October to March: \$635,495 • Variance (shortfall): \$49,772 • Received May advance. • The 2014-2015 actual was \$1,068,800
Investment Revenue		
Endowment Fund \$12,387 budget	<ul style="list-style-type: none"> • The Unitized Endowment Pool (UEP) consisted of an initial amount of \$265,000 which provided for annual payments to the GSA by the University. The GSA's share in the Pool increased by its share of investment income in the Pool and decreased by payments from the University. The interest was paid in May of each fiscal year. <i>(In 1997 the GSA could not pay the Power Plant lease so the University bought the hard goods in this facility and the revenue went into the</i> 	<ul style="list-style-type: none"> • Actual April to September: \$53,864 • Forecast October to March: \$0.00 • Annual investment income of \$11,649 was received in April. • The 2014-2015 actual was \$11,565

Account Name and Budget	Brief Description	Narrative and Variance
	<p><i>UEP.)</i></p> <ul style="list-style-type: none"> In June 2015 the University advised that they could no longer retain the GSA's share in the UEP and our share was to be issued to us by the end of July 2015, at the current market value. At March 31, 2015 the share in the UEP had a market value of \$394,922. In July cash proceeds of \$437,137 was deposited in the GSA bank account. This has resulted in a gain of \$42,215 (437,137-394,922=42,215). An investment strategy for these funds is being established. <i>Information: The share in the Unitized Endowment Fund is restricted for the Financial Stabilization Fund.</i> 	
Interest and Investment Income \$6,709 budget	<ul style="list-style-type: none"> Interest on banking balance and investments. 	<ul style="list-style-type: none"> On target. Actual April to September: \$579 Forecast October to March: \$6,130 The 2014-2015 actual was \$6,126
	Funding from Others	
Funding from the Dean of Students and the Dean of FGSR \$7,500 budget	<ul style="list-style-type: none"> This funding is described in letters from the Dean of FGSR and Dean of Students and covers, for instance, the expenses of the GSA-hosted fall and winter orientation events for new graduate students. FGSR's usual yearly commitment was slightly higher and additionally they provided \$5,000 for the fall term PD event. 	<ul style="list-style-type: none"> Surplus revenue of \$6,690. Actual April to September: \$14,190 Forecast October to March: \$0.00 The 2014-2015 actual was \$7,500
Funding From studentcare.net/works (NEW) \$4,480 budget	<ul style="list-style-type: none"> studentcare.net/works will provide \$4,480 per year to the GSA to be used for the benefit of students entirely at the discretion of the GSA (additional to funds provided for their yearly ad in the GSA handbook and for Awards Night). The commitment is for 5 years starting in 2015-2016. 	<ul style="list-style-type: none"> On target. New funding established in 2015-2016 Actual April to September: \$5,190 Forecast October to March: \$0.00 No 2014-15 comparative since this is new.
Funding from TDIMM \$4,000 budget	<ul style="list-style-type: none"> TD Insurance Meloche Monnex provides this funding for various events and initiatives organized by the GSA, such as Awards Night and Orientation. The commitment extends to 2017. See MOU for details. 	<ul style="list-style-type: none"> On target. Actual April to September: \$2,000 Forecast October to March: \$2,000 The 2014-2015 actual was \$4,000.

Account Name and Budget	Brief Description	Narrative and Variance
	Other Revenue	
Other Revenue \$1,239 budget	<ul style="list-style-type: none"> • This account is used to record revenue that may arise from other sources or one-time funding opportunities. • This year the Office of Alumni Relations provided \$3,500 in funding for the winter term PD event and a grant was received from University Wellness Services of \$1,000 for the Unwind Your Mind GSA Coffee Break events. 	<ul style="list-style-type: none"> • On target. • Actual April to September: \$4,500 • Forecast October to March: \$0.00 • The 2014-2015 actual was \$8,668.

GSA GOVERNANCE		
Directly-Elected Officers Stipends		
Directly-Elected Officers Stipends \$159,427 budget	<ul style="list-style-type: none"> The Directly-Elected Officers includes the President, the VP Academic, the VP Student Services, the VP External, and the VP Labour. In 2015-2016, the President receives an annual stipend of \$37,755 and the four VP positions each receive \$30,204. Any changes in the stipends above the Consumer Price Index are subject to explicit approval by GSA Council (GSA Bylaw Part IV, Officers Section 2.3.2). Note that the stipends are gross stipends and include tax and CPP. Remittances are made on behalf of Directly-Elected Officers from their stipend totals. 	<ul style="list-style-type: none"> On target. Actual April to September: \$79,427 Forecast October to March: \$79,713 The 2014-2015 actual was \$155,865.
Directly-Elected Officers Benefits		
GSA Health and Dental Plan \$2,029 budget	<ul style="list-style-type: none"> The rate currently is \$428.65 per student per annum (increased from 2014-2015). This invoice is paid in September. 	<ul style="list-style-type: none"> On target. Actual April to September: \$2,143 Forecast October to March: \$0.00 The 2014-2015 actual was \$1,985.
U-Pass \$2,438 budget	<ul style="list-style-type: none"> The U-Pass is set at \$162.50 each term. This amount is reimbursed in May, September, and January. 	<ul style="list-style-type: none"> On target. Actual April to September: \$1,323 Forecast October to March: \$677 The 2014-2015 actual was \$1,906.
Employer Contributions		
Employer CPP Contributions \$7,222 budget	<ul style="list-style-type: none"> This is the GSA's contribution for the Canada Pension Plan which is at a rate of 1.0 times the employee's contribution. CPP is calculated at a rate of 4.95% of salary up to the maximum annual premium. This line shows the employer's contribution only (not the employee contribution). 	<ul style="list-style-type: none"> On target. Actual April to September: \$3,564 Forecast October to March: \$3,714 The 2014-2015 actual was \$6,943.
Employer EI Contributions \$4,335 budget	<ul style="list-style-type: none"> This is the GSA's contribution for Employment Insurance which is at a rate of 1.4 times the employee's contribution. EI is calculated at a rate of 1.88% of salary up to the maximum annual premium. This line shows the employer's contribution only (not the employee contribution). 	<ul style="list-style-type: none"> On target. Actual April to September: \$2,090 Forecast October to March: \$2,098 The 2014-2015 actual was \$4,102.

Directly-Elected Officers - Other Expenses		
Insurance \$1,993 budget	<ul style="list-style-type: none"> Directors and Officers Liability Insurance. Paid annually in January. 	<ul style="list-style-type: none"> On target. Actual April to September: \$0.00 Forecast October to March: \$1,993 The 2014-2015 actual was \$1,950.
Transition/Early Call for Talent \$4,623 budget	<ul style="list-style-type: none"> May be used to fund the Early Call for Talent in the fall. Transition activity typically occurs in March and April. 	<ul style="list-style-type: none"> On target. Actual April to September: \$660 Forecast October to March: \$3,300 The 2014-2015 actual was \$4,220.
Directly-Elected Officers Recognition \$250 budget	<ul style="list-style-type: none"> This pool of money is used for recognition of Elected Officers (e.g. reaches a significant benchmark). 	<ul style="list-style-type: none"> On target. Actual April to September: \$114 Forecast October to March: \$136 The 2014-2015 actual was \$193.
Directly-Elected Officers Expenses \$2,021 budget	<ul style="list-style-type: none"> Expenses related to hosting/food/conferences to maintain current GSA relationships. Pre-approval by two signing authorities needed. 	<ul style="list-style-type: none"> On target. Actual April to September: \$21 Forecast October to March: \$370 The 2014-2015 actual was \$1,002.
GSA Board and Other Committee Expenses \$5,326 budget	<ul style="list-style-type: none"> The cost estimate is based on 52 Board meetings per year at \$103 per meeting and occasional meetings of other committees. The primary Board expense is the provision of a lunch. Costs are being contained by the use of more economical frozen foods which are prepared in-house. 	<ul style="list-style-type: none"> On target. Actual April to September: \$1,256 Forecast October to March: \$1200 The 2014-2015 actual was \$1,546.
GSA Council Expenses		
GSA Council/Food /Other Expense \$3,458 budget	<ul style="list-style-type: none"> The estimate is based on 12 meetings per year at \$288 per meeting. 	<ul style="list-style-type: none"> On target. Actual April to September: \$1,080 Forecast October to March: \$1,500 The 2014-2015 actual was \$2,991.
GSA Council Security \$0.00		<ul style="list-style-type: none"> There were no expenditures in 2014-2015 for GSA Council Security, and they are not expected in 2015-2016. Budget line retained for possible future use.

<p>Election Expenses</p> <p>\$2,323 budget</p>	<ul style="list-style-type: none"> This is used to cover expenses associated with elections that take place in March. 	<ul style="list-style-type: none"> On target. Actual April to September: \$0.00 Forecast October to March: \$800 The 2014-2015 actual was \$598.
<p>GSA Council Speaker Honorarium</p> <p>\$2,236 budget</p>	<ul style="list-style-type: none"> Speaker is paid an honorarium for each GSA Council meeting (\$150 per meeting). 	<ul style="list-style-type: none"> On target. Actual April to September: \$790 Forecast October to March: \$900 The 2014-2015 actual was \$1,800.
<p>Chief Returning Officer Honorarium</p> <p>\$1,065 budget</p>	<ul style="list-style-type: none"> Chief Returning Officer is paid an honorarium for managing the GSA general election in March, and any by-elections, and any referenda. 	<ul style="list-style-type: none"> On target. Actual April to September: \$0.00 Forecast October to March: \$1,065 The 2014-2015 actual was \$1,042.
<p>Other Honoraria (NEW)</p> <p>\$2,000 budget</p>	<ul style="list-style-type: none"> This pool of money may be used to pay an honorarium to an individual(s) for significant and high-level work similar to that done by the Speaker or CRO. Example, DRO needs to fill in for CRO for a significant period. Pre-approval by two signing authorities is needed. 	<ul style="list-style-type: none"> On target. New budget of \$2,000 established in 2015-2016. Actual April to September: \$0.00 Forecast October to March: \$2,000

GSA ADVOCACY		
<p>Government and External Relations</p> <p>\$15,983 budget</p>	<ul style="list-style-type: none"> Relationship-building, with a focus on advocacy, between the GSA, government and other organizations. Usually in the form of travel expenses, hosting, or meetings related to advocacy. In its Strategic Work Plan (SWP), the GSA Board identified the need for a strong voice at the table with government (Alberta government in particular) and other decision-making and influential groups at the national level in order to promote the best interests of graduate students. As a strong, stable, rebuilt organization, the GSA and its leaders are now in an excellent position to take on intensive, integrated advocacy for and presentation of graduate student issues. 	<ul style="list-style-type: none"> On target. Actual April to September: \$4,309 Forecast October to March: \$11,674 The 2014-2015 actual was \$10,252.
<p>University Relations</p> <p>\$1,063 budget</p>	<ul style="list-style-type: none"> Expenses related to the building, or repair, of relationships between the GSA and University units. Usually in the form of hosting/meeting expenses. 	<ul style="list-style-type: none"> On target. Actual April to September: \$337 Forecast October to March: \$726 The 2014-2015 actual was \$1,029.
<p>New Provincial Graduate Student Advocacy Fees (Formerly Alberta Graduate Council Fees)</p> <p>\$7,689 budget</p>	<ul style="list-style-type: none"> In 2013, the Alberta Graduate Council closed its operations. A new Provincial Graduate Student Advocacy group (ab-GPAC), to lobby with the Alberta government in promoting the interests and concerns of graduate students, has been formed under the <i>Societies Act</i> in October 2014. The AGC, of which the GSA was a member, received \$1.00 per student per term. (These graduate student advocacy activities are in part covered by a dedicated fee of \$0.50 assessed per student per term that was implemented by a referendum in 2000). The remaining \$0.50 per student per term is paid out of the GSA operating budget as the "GSA contribution." Fees for the new ab-GPAC have been set at \$3.00 per student per term, effective September 2015. 	<ul style="list-style-type: none"> On target. Actual April to September: \$0.00 Forecast October to March: \$7,689 The 2014-2015 actual was \$991. At March 31, 2015 there was a deferred balance of \$30,479 (previously collected from 2013-2015). This money will be drawn down to cover the additional \$1.00 fee per student.

GSA Office – Human Resources		
Staff Represented by NASA		
<p>Staff Represented by NASA - Salaries</p> <p>\$252,434 budget</p>	<ul style="list-style-type: none"> Note that the salaries are gross salaries including tax, employee EI, and CPP and union dues – remittances are made on behalf of employees from their salary totals. This is to include approved cost of living increases and one-time payments (e.g. responsibility pay). The Communications Specialist position is currently unfilled and this creates the surplus. 	<ul style="list-style-type: none"> Anticipated surplus of \$55,741. Actual April to September: \$99,837 Forecast October to March: \$96,855 The 2014-2015 actual was \$208,478.
<p>Staff Represented by NASA – Benefits</p> <p>\$20,195 budget</p>	<ul style="list-style-type: none"> The GSA is providing lump sum payments in lieu of benefits to supplement salaries for continuing staff. The budget of \$20,195 was calculated on the basis of 8% (as a starting point) of the salaries of continuing staff even though the University’s benefit package is 20% of salary (including health and dental). 	<ul style="list-style-type: none"> On target. Actual April to September: \$0.00 Forecast October to March: \$16,365 The 2014-2015 actual was \$9,274.
<p>Staff Represented by NASA – GSA Health and Dental Plan and GSAP</p> <p>\$2,136 budget</p>	<ul style="list-style-type: none"> The rate is currently \$428.65 per annum per staff member (increased from 2014-2015). The Graduate Student Assistance Plan is \$21 per annum per staff member. 	<ul style="list-style-type: none"> On target. Actual April to September: \$857 Forecast October to March: \$429 The 2014-2015 actual was \$1,985.
<p>Staff Represented by NASA – Employer CPP Contributions</p> <p>\$10,726 budget</p>	<ul style="list-style-type: none"> This is the GSA’s contribution for the Canada Pension Plan which is at a rate of 1.0 times the employee’s contribution. CPP is calculated at a rate of 4.95% of salary up to the maximum annual premium. This line shows the employer’s contribution only (not the employee contribution). 	<ul style="list-style-type: none"> On target. Actual April to September: \$4,610 Forecast October to March: \$4,800 The 2014-2015 actual was \$10,160.
<p>Staff Represented by NASA – Employer EI Contributions</p>	<ul style="list-style-type: none"> This is the GSA’s contribution for Employment Insurance which is at a rate of 1.4 times the employee’s contribution. EI is calculated at a rate of 1.88% of salary up to the maximum annual premium. This line shows the employer’s contribution only (not the employee contribution). 	<ul style="list-style-type: none"> On target. Actual April to September: \$2,556 Forecast October to March: \$2,400 The 2014-2015 actual was \$5,581.

\$5,979 budget		
	Management	
Management - Salaries \$383,000 budget	<ul style="list-style-type: none"> • Management positions were reorganized into two key positions of Executive Director and Director of Operations/Financial Manager (DO/FM) in 2010-2011. These were externally benchmarked and approved unanimously by the GSA Council. These positions are still evolving as the GSA finishes a rebuilding which began in 2010. • The Executive Director salary and other employment related expenses are established in a contractual agreement. The salary was benchmarked in 2010 by Human Resources and compared to a similar position at the University of Calgary. • The DO/FM left in 2011. A part-time Chartered Accountant and a part-time Financial Manager were hired. The DO position was combined with the Labour Professional position. • The Director of Operations/ Labour Professional works three days a week (reduced in 2013 from four days). • A half-time position approved in the 2012-2013 budget at \$35,000 is now the full-time Director of Services and Governance position, benchmarked against the University's APO salary scale. • The last position, as envisioned in the succession plan, is the Assistant Director, which was filled in 2014. 	<ul style="list-style-type: none"> • On target. • Actual April to September: \$184,276 • Forecast October to March: \$183,348 • The 2014-2015 actual was \$352,784.
Management - Merit Pay/Contractual for Management \$29,589 budget	<ul style="list-style-type: none"> • In accordance with the Executive Director contract, the Executive Director has the opportunity to receive merit pay and other contractual expenses (being paid monthly). Executive Director declined to have merit pay built into her salary. The ED uses this fund primarily to provide merit pay to managers. • Unspent funds from this line may be used to augment RRSP payments or other management benefits to take into account the realities of the competitive market (e.g. the GSA does not have a pension plan). 	<ul style="list-style-type: none"> • On target. • Actual April to September: \$6,154 • Forecast October to March: \$23,435 • The 2014-2015 actual was \$27,452.

Management - Benefits \$27,840 budget	<ul style="list-style-type: none"> In 2013 the GSA began to provide benefit compensation for management. The budget of \$27,840 was calculated on the basis of 8% (as a starting point) of salary even though the University's benefit package is 20% of salary (including health and dental). 	<ul style="list-style-type: none"> On target. Actual April to September: \$13,289 Forecast October to March: \$14,551 The 2014-2015 actual was \$25,195.
Management - RRSP \$17,400 budget	<ul style="list-style-type: none"> In accordance with the contract, the Executive Director is entitled to an RRSP payment of \$5,000 (made in monthly increments). Other management also receive RRSP payments. The budget of \$17,400 was calculated on the basis of 5% of salary. 	<ul style="list-style-type: none"> On target. Actual April to September: \$7,995 Forecast October to March: \$8,400 The 2014-2015 actual was \$15,280.
Management - GSA Health and Dental Plan and GSAP \$2,562 budget	<ul style="list-style-type: none"> The rate currently is \$428.65 per annum per staff (increased from 2014-2015). The Graduate Student Assistance Plan is \$21 per annum per staff. 	<ul style="list-style-type: none"> On target. Actual April to September: \$2,143 Forecast October to March: \$0.00 The 2014-2015 actual was \$1,985.
Management - Employer CPP Contributions \$10,833 budget	<ul style="list-style-type: none"> This is the GSA's contribution for the Canada Pension Plan which is at a rate of 1.0 times the employee's contribution. CPP is calculated at a rate of 4.95% of salary up to the maximum annual premium. This line shows the employer's contribution only (not the employee contribution). 	<ul style="list-style-type: none"> On target. Actual April to September: \$5,801 Forecast October to March: \$5,680 The 2014-2015 actual was \$11,813.
Management - Employer EI Contributions \$6,275 budget	<ul style="list-style-type: none"> This is the GSA's contribution for Employment Insurance which is at a rate of 1.4 times the employee's contribution. EI is calculated at a rate of 1.88% of salary up to the maximum annual premium. This line shows the employer's contribution only (not the employee contribution). 	<ul style="list-style-type: none"> On target. Actual April to September: \$3,084 Forecast October to March: \$3,191 The 2014-2015 actual was \$6,395.
Other HR Expenses		
Parental/Other Discretionary Leave \$20,000 budget	<ul style="list-style-type: none"> This funding is for parental and other discretionary leave. This is contractual as per the GSA staff agreement with NASA. Depending on the annual need, this funding amount may not be utilized in any one fiscal year. A Parental/Other Discretionary Leave Fund is being established outside of the Operating Budget. It is anticipated that this line will not be used in 2015-2016 and this will create a surplus. 	<ul style="list-style-type: none"> Anticipated surplus of \$20,000. Actual April to September: \$0.00 Forecast October to March: \$0.00 The 2014-2015 actual was \$17,042.

Staff Recognition \$2,271 budget	<ul style="list-style-type: none"> This pool of money is used for recognition of GSA staff members (e.g. when staff leaves or reaches significant benchmarks). 	<ul style="list-style-type: none"> On target. Actual April to September: \$193 Forecast October to March: \$900 The 2014-2015 actual was \$1,360.
Vacation Payout \$5,161 budget	<ul style="list-style-type: none"> Contractual arrangement with the Executive Director for vacation payout, for vacation payout for NASA-represented staff in accord with their Collective Agreement, and for managers at the Executive Director's discretion. Unspent funds from this line may be used to augment RRSP payments, or professional development. 	<ul style="list-style-type: none"> Anticipated surplus of \$3,713 Actual April to September: \$1,448 Forecast October to March: \$0.00 The 2014-2015 actual was \$4,413.
Professional Expense Allowance \$6,193 budget	<ul style="list-style-type: none"> Contractual arrangement with the Executive Director. Budget will also be set aside for other management positions and professional development at the discretion of the Executive Director. 	<ul style="list-style-type: none"> On target. Actual April to September: \$2,664 Forecast October to March: \$3,529 The 2014-2015 actual was \$6,084.
Workers' Compensation \$2,000 budget	<ul style="list-style-type: none"> WCB-Alberta is disability insurance for workers against the impact of workplace injuries. Our insurance providers have strongly recommended that the GSA enrol in the Workers' Compensation plan. WCB was recently acquired, effective April 7, 2014. WCB requires an annual return be filed by the last day of February each year. 	<ul style="list-style-type: none"> On target. Actual April to September: \$1,053 Forecast October to March: \$947 The 2014-2015 actual was \$1,979.
Parking \$2,132 budget	<ul style="list-style-type: none"> Contractual arrangement for Executive Director. Other occasional parking for Directly-Elected Officers, staff and management. 	<ul style="list-style-type: none"> On target. Actual April to September: \$661 Forecast October to March: \$779 The 2014-2015 actual was \$1,602.
GSA Office Administration and Operational Costs		
Capital items \$6,193 budget	<ul style="list-style-type: none"> This budget line refers to purchases of major assets that the GSA will need and is part of a five-year plan established in 2010. Forecasted expenses include replacement of two office video/security cameras. 	<ul style="list-style-type: none"> On target. Actual April to September: \$857 Forecast October to March: \$5,336 The 2014-2015 actual was \$5,713.

Telephone & Cable \$4,129 budget	<ul style="list-style-type: none"> Billed monthly. 	<ul style="list-style-type: none"> On target. Actual April to September: \$1,789 Forecast October to March: \$1,652 The 2014-2015 actual was \$3,442.
Office Supplies \$5,404 budget	<ul style="list-style-type: none"> General office expenses including office supplies, postage, swag purchases, printing, and miscellaneous office expenses. 	<ul style="list-style-type: none"> On target. Actual April to September: \$1,474 Forecast October to March: \$3,300 The 2014-2015 actual was \$5,262.
Repair and Maintenance \$1,972 budget	<ul style="list-style-type: none"> Contingency fund for repair and maintenance of office furniture, appliances, computers, and equipment. Includes monthly fee for WIKI database and Google storage. 	<ul style="list-style-type: none"> On target. Actual April to September: \$142 Forecast October to March: \$1,830 The 2014-2015 actual was \$836.
Payroll and Banking Service Charges \$1,652 budget	<ul style="list-style-type: none"> The payroll processing charges to CERIDIAN (payroll service provider). Business banking plan fees and Corporate MasterCard annual fees. 	<ul style="list-style-type: none"> On target. Actual April to September: \$599 Forecast October to March: \$1,053 The 2014-2015 actual was \$1,548.
Photocopier Lease (Office) \$7,093 budget	<ul style="list-style-type: none"> The GSA leases two photocopiers for office use. Billed monthly. Changed service provider on April 1 and this has lowered costs. 	<ul style="list-style-type: none"> Anticipated surplus of \$2,316. Actual April to September: \$2,764 Forecast October to March: \$2,012 The 2014-2015 actual was \$7,338.
Photocopier Meter (Office) \$4,088 budget	<ul style="list-style-type: none"> Billed monthly. Changed service provider on April 1 and this has lowered costs. 	<ul style="list-style-type: none"> On target. Actual April to September: \$1,481 Forecast October to March: \$2,016 The 2014-2015 actual was \$5,818.
Photocopier Paper (Office) \$826 budget	<ul style="list-style-type: none"> Purchased monthly. 	<ul style="list-style-type: none"> On target. Actual April to September: \$352 Forecast October to March: \$660 The 2014-2015 actual was \$582.

Insurance (Office) \$640 budget	<ul style="list-style-type: none"> General liability insurance, which was doubled in 2013. 	<ul style="list-style-type: none"> On target. Actual April to September: \$615 Forecast October to March: \$0.00 \$25.00 remaining in budget as budgeted increase did not occur. The 2014-2015 actual was \$615.
GSA Professional		
Financial Auditing \$10,013 budget	<ul style="list-style-type: none"> GSA has an annual audit performed by Collins Barrow. Required by <i>Post-Secondary Learning Act</i> and submitted to the Board of Governors. 	<ul style="list-style-type: none"> On target. Actual April to September: \$0.00 Forecast October to March: \$10,013 The 2014-2015 actual was \$9,660.
Consultants \$2,064 budget	<ul style="list-style-type: none"> Continue to be moderate due to increased professional qualifications of management. Over expenditure due to IT consultant expenses. 	<ul style="list-style-type: none"> Anticipated over-expenditure of \$8,417. Actual April to September: \$2,481 Forecast October to March: \$8,000 The 2014-2015 actual was \$2,205.
Legal Fees - General \$20,644 budget	<ul style="list-style-type: none"> Legal advice on major initiatives such as PAW, operational issues such as Bylaw changes, and election issues. If there are funds remaining at year-end these funds are added to continue build-up of a healthy Legal Defense Fund, on advice from our auditor. 	<ul style="list-style-type: none"> On target. Actual April to September: \$14,338 Forecast October to March: \$6,000 The 2014-2015 actual was \$14,213.
GSA Service Expenses		
Grants and Subsidies Expenses		
Academic Workshop Subsidies \$5,621 budget	<ul style="list-style-type: none"> Executive Director, Director of Operations, and relevant VPs recommended to the GSA Board and the GSA Budget and Finance Committee to continue budgeting for these subsidies as students' reviews of the workshops are outstanding. 	<ul style="list-style-type: none"> On target. Actual April to September: \$5,500 Forecast October to March: \$0.00 The 2014-2015 actual was \$5,500.

<p>External Grants</p> <p>\$2,287 budget</p>	<ul style="list-style-type: none"> Budget re-introduced in 2014-2015 as external grant requests were fulfilled (i.e. grant for the Long Night Against Procrastination event and International Week sponsorship). 	<ul style="list-style-type: none"> On target. Actual April to September: \$0.00 Forecast October to March: \$2,287 The 2014-2015 actual was \$2,233.
<p>Student Groups</p>		
<p>Council Remuneration Student Groups</p> <p>\$5,110 budget</p>	<ul style="list-style-type: none"> GSA funding program for eligible departmental graduate student groups based on the attendance of their department councillor over the Council year. 	<ul style="list-style-type: none"> On target. Actual April to September: \$4,400 Forecast October to March: \$0.00 The 2014-2015 actual was \$4,025.
<p>Academically-Related Student Group Awards</p> <p>\$15,330 budget</p>	<ul style="list-style-type: none"> The GSA provides a grant program, ongoing through the year, for departmental academically-related graduate student groups to: <ul style="list-style-type: none"> Bring in special guest lecturers or host academic-style events. Support the academic activities of graduate students at the departmental level. 	<ul style="list-style-type: none"> On target. Actual April to September: \$7,838 Forecast October to March: \$7,492 The 2014-2015 actual was \$14,276.
<p>Other Expenses</p>		
<p>Annual Strategic Plan Initiatives (New)</p> <p>\$8,480 budget</p>	<ul style="list-style-type: none"> Any new strategic planning initiatives may be funded from this account. Funding for this new account comes from the \$4,480 funding from studentcare.networks and the \$4,000 from TDIMM. 	<ul style="list-style-type: none"> On target. New account established in 2015-2016 for new strategic plan initiatives. Actual April to September: \$1,596 Forecast October to March: \$6,884
<p>Orientations and Departmental Liaison Initiative (New)</p> <p>\$7,500 budget</p>	<ul style="list-style-type: none"> Combined funding of \$7,500 is received from the Dean of Students and the Dean of FGSR. This funding is described in letters from the Dean of FGSR and Dean of Students and covers, for instance, the expenses of the GSA-hosted fall and winter orientation events for new graduate students, and other graduate student engagement events. 	<ul style="list-style-type: none"> Anticipated surplus - \$3,037. New account established in 2015-2016 for orientations and Departmental Liaison Initiative activities. Actual April to September: \$1,140 Forecast October to March: \$3,323
<p>AMICCUS-C Membership</p>	<ul style="list-style-type: none"> Membership to AMICCUS (Association of Managers in Canadian Colleges and University Student Centers). 	<ul style="list-style-type: none"> On target. Actual April to September: \$0.00 Forecast October to March: \$996

\$996 budget		<ul style="list-style-type: none"> The 2014-2015 actual was \$650.
Food Bank Memorandum of Understanding \$9,000 budget	<ul style="list-style-type: none"> Contractual (MOU) contribution will be made to the Campus Food Bank (which was founded by the GSA). 	<ul style="list-style-type: none"> On target. Actual April to September: \$0.00 Forecast October to March: \$9,000 The 2014-2015 actual was \$9,000.
Photocopier Lease (Lounge) Lease Term Ended April 2015 – No Budget	<ul style="list-style-type: none"> The GSA leased one photocopier for student use photocopy service. The lease term ended April 2015 and was not renewed. 	
Photocopier Meter (Lounge) Lease Term Ended April 2015 – No Budget	<ul style="list-style-type: none"> Billed monthly. The photocopier lease was not renewed in 2015-2016. 	
Photocopier Paper (Lounge) Lease Term Ended April 2015 – No Budget	<ul style="list-style-type: none"> Purchased monthly. The photocopier lease was not renewed in 2015-2016. 	
Awards Night \$7,154 budget	<ul style="list-style-type: none"> Expenses for the annual GSA Awards Night (normally held in March). 	<ul style="list-style-type: none"> On target. Actual April to September: \$21 Forecast October to March: \$7,133 The 2014-2015 actual was \$3,528.
GSA Operating/Contingency Fund		
Operating /Contingency Fund \$15,330 budget	<ul style="list-style-type: none"> A contingency fund is a fund set aside to handle unexpected and unanticipated expenses that are outside the range of the operating budget. Use of contingency is upon recommendation of the President to the GSA Board. 	<ul style="list-style-type: none"> Anticipated surplus: \$12,690 Actual April to September: \$420 Forecast October to March: \$2,220 The 2014-2015 actual was \$6,920.

Account Name and Budget	Brief Description	Narrative
Restricted and Other Funding		
Funds Raised From Commercial Activities		
Physical and Wellness (PAW) Centre (New) (ESTIMATE ONLY) \$26,755 budget	<ul style="list-style-type: none"> • Revenue projection from financial arrangement with the Students' Union. The agreement was signed on August 10, 2015 • No planned expenditures at this point in time. Business plan required. 	<ul style="list-style-type: none"> • New revenue item for 2015-2016. • Actual April to September: \$5,690 • Forecast: October to March: \$21,065
Fundraised Activity		
GSA Handbook \$11,000 budget	<ul style="list-style-type: none"> • The GSA sells advertising space in the yearly graduate student agenda/handbook to fund printing costs. 	<ul style="list-style-type: none"> • Actual April to September: \$10,590 • Forecast: October to March: \$0.00 • The 2014-2015 actual was \$9,480.
	<p>Graduate Student Support Fund (GSSF) Projects (Restricted Revenue)</p> <p>The Memorandum of Settlement provided for total funds of \$689,000 for the GSSF for 2015-2016. Individual budgets have been set for the components of Recognition Awards, Child Care Grants, Emergency Bursaries, and Professional Development Awards. Reallocation of funds between these components are recommended to the GSA Board and approved by the GSA Board.</p>	
GSA Recognition Awards \$18,000 budget	<ul style="list-style-type: none"> • Funds provide for various awards presented at the annual Awards Night. • Revenue is received in the form of GSSF funds. • Expenses for the Awards Night are processed in the following March. 	<ul style="list-style-type: none"> • On target. • Actual April to September: \$0.00 • Forecast: October to March: \$18,000 • The 2014-2015 actual was \$18,000.

<p>GSA Child Care Grants</p> <p>\$250,392 budget</p>	<ul style="list-style-type: none"> • Graduate students can apply for this grant to offset the cost of child care. • Revenue is received in the form of GSSF funds. • Expenses are processed throughout the year. • Breakdown of budget: \$198,048 as provided in Memorandum of Settlement plus carryover of \$52,344 from prior year. 	<ul style="list-style-type: none"> • On target. • Actual April to September: \$146,125 • Forecast: October to March: \$104,267 • The 2014-2015 actual was \$267,500.
<p>GSA Emergency Bursaries</p> <p>\$157,225 budget</p>	<ul style="list-style-type: none"> • Emergency Bursaries are a non-repayable bursary for graduate students who need assistance due to an unanticipated emergency. • Revenue is received in the form of GSSF funds. • Expenses are processed throughout the year. • Breakdown of budget: \$137,452 as provided in Memorandum of Settlement plus carryover of \$19,772 from prior year. 	<ul style="list-style-type: none"> • On target. • Actual April to September: \$61,621 • Forecast: October to March: \$95,605 • The 2014-2015 actual was \$87,353.
<p>GSA Professional Development Awards</p> <p>\$392,230 budget</p>	<ul style="list-style-type: none"> • Graduate students can apply for this award to participate in professional development activities such as conferences. • Revenue is received in the form of GSSF funds when the Collective Agreement is approved in the spring/summer. • Expenses are processed throughout the year. • Breakdown of budget: \$335,250 as provided in Memorandum of Settlement plus carryover of \$56,730 from prior year. 	<ul style="list-style-type: none"> • On target. • Actual April to September: \$173,950 • Forecast: October to March: \$218,280 • The 2014-2015 actual was \$302,274.
<p>New Provincial Graduate Student Advocacy Fees (formerly Alberta Graduate Council Fees)</p> <p>\$7,689 budget</p>	<ul style="list-style-type: none"> • In 2013, the Alberta Graduate Council closed its operations. A new Provincial Graduate Student Advocacy group (ab-GPAC), to lobby with the Alberta government in promoting the interests and concerns of graduate students, has been formed under the <i>Societies Act</i> in October 2014. • The AGC, of which the GSA was a member, received \$1.00 per student per term. (These graduate student advocacy activities are in part covered by a dedicated fee of \$0.50 assessed per student per term that was implemented by a referendum in 2000). The remaining \$0.50 per student per term is paid out of the GSA operating budget as the "GSA contribution." • Fees for the new ab-GPAC have been set at \$3.00 per student per term, effective September 2015. 	<ul style="list-style-type: none"> • On target. • Actual April to September: \$0.00 • Forecast: June to March: \$7,689 • At March 31, 2015 there was a deferred balance of \$30,479 (previously collected from 2013-2015). This money will be drawn down to cover the additional \$1.00 fee per student.
<p>CJSR Fees</p> <p>\$14,451 budget</p>	<ul style="list-style-type: none"> • The U of A campus radio station (CJSR) receives \$1.00 per student per term. This is a dedicated fee that was implemented by a referendum in 1999. • Revenue and the related expenses are processed in October and February. 	<ul style="list-style-type: none"> • On target. • Actual April to September: \$0.00 • Forecast: October to March: \$14,451 • The 2014-2015 actual was \$14,490.

<p>GSAP (Graduate Students Assistance Program)</p> <p>\$79,481 budget</p>	<ul style="list-style-type: none"> The Graduate Students Assistance Plan began in September 2009, and is funded in part by a \$12 per student per year dedicated fee that was implemented by a referendum in 2009. The \$12 is split up as \$4 per fall term, and \$8 per winter term. Revenue and the related expenses are processed in October and February. 	<ul style="list-style-type: none"> Under spent \$16,901 At March 31, 2015 there was a deferred balance of \$94,930 (previously collected). Actual April to September: \$31,290 Forecast: October to March: \$31,290 The 2014-2015 actual was \$65,121.
<p>Health Plan</p> <p>\$1,294,409 budget</p>	<ul style="list-style-type: none"> This is the fee that is charged to students for the Health part of the Health and Dental Plan. The fee for 2015-2016 is \$244.09 (<i>based on 5,303 students X \$244.09</i>) which was set in April 2015. Revenue and the related expenses are processed in October, February and March. There is a Dental and Health Plan Reserve Fund which was established to ensure that adequate funds would be available in the event the Dental and Health Plan costs exceed the amounts collected in fees. A net drawdown of \$62,545 is projected for 2015-2016. 	<ul style="list-style-type: none"> On target. Actual April to September: \$0.00 Forecast: October to March: \$1,294,409 The 2014-2015 actual was \$1,202,945.
<p>Dental Plan</p> <p>\$967,464 budget</p>	<ul style="list-style-type: none"> This is the fee that is charged to students for the Dental part of the Dental and Dental Plan. The fee for 2015-2016 is \$184.56 (<i>based on 5,242 students X \$184.56</i>) which was set in April 2015. Revenue and the related expenses are processed in October, February and March. There is a Dental and Health Plan Reserve Fund which was established to ensure that adequate funds would be available in the event the Dental and Health Plan costs exceed the amounts collected in fees. A net drawdown of \$62,545 is projected for 2015-2016. 	<ul style="list-style-type: none"> On target. Actual April to September: \$0.00 Forecast: October to March: \$967,464 The 2014-2015 actual was \$800,659.

GSA NOMINATING COMMITTEE (GSA NoC)
**GSA Appeals and Complaints Board Chair and Vice-Chair
 NOMINEES**

As set out in GSA Policy, GSA Appeals and Complaints Board, Section 3.3:

“GSA Council will elect one (1) member of the GSA ACB as Chair and one (1) member of the GSA ACB as Vice-Chair on the recommendation of the GSA Nominating Committee (GSA NoC), for a term of office, also recommended by the GSA NoC, not to exceed two (2) years. Members may stand for re-election as Chair or Vice-Chair.”

In recommending these nominees, the GSA NoC considered their interviews, their relevant experience to the position of Chair and Vice-Chair of the GSA Appeals and Complaints Board, and their knowledge of fair process.

There will be a paper ballot vote held at the Monday, November 23, 2015 GSA Council meeting.

If you and your alternate are unable to attend the Monday, November 23, 2015, meeting of GSA Council and would like to cast an electronic vote for this position, you must contact the Nominating Committee Coordinator (gsa.nomcomm@ualberta.ca) BEFORE 3:00 PM on Monday, November 23, 2015, in order to cast your vote in advance of the GSA Council meeting.

Nominees for Chair of the GSA ACB:

1. **Christopher Chen (Public Health) for a two (2) year term**

Nominees for Vice-Chair of the GSA ACB:

1. **Justin Leifso (Political Science) for a one (1) year term**

The names and biographies received of the nominees are **BELOW**. Biographies are presented as **received** (i.e. not edited).

Biographies and Resumes of Nominees

Nominee for the Chair of the GSA ACB:

Christopher Chen

Christopher Chen's Bio:

I was born and raised in Edmonton and completed all my post-secondary education at the University of Alberta. I started in 2008 in the Faculty of Science, transferred to the Faculty of Pharmacy in 2010 and after completing my pharmacy degree in 2014, I started a MSc. in the School of Public Health. When I'm not working on my thesis I'm either playing with my dog or playing soccer with friends.

Christopher Chen's Resume:

Throughout my seven years at the University of Alberta I've become familiar with some aspects of governance. In 2012 I represented the Faculty of Pharmacy on the General Faculties Council and most recently sat on the GSA Elections and Referendum Committee. In 2012 I was also a campaign manager in the undergraduate Students' Union Executive elections, working on one of the Vice-President Academic campaigns. From 2013 to 2014 I was a volunteer on various Students' Union campaigns, eventually helping past Vice-President Operations and Finance and Vice-President Student Life candidates win their elections. On these campaigns I completed anything from posting posters to writing platforms. With 3 years of campaigning experience and seven years on campus, I've seen or been apart of many DIE board hearings. Thus I understand the qualities of a strong committee. For example impartiality, informed decision making and ensuring both sides have equal opportunity to present their case.

Christopher Chen currently serves on the following committees:

GSA Elections and Referendum Committee

Nominee for the Vice-Chair of the GSA ACB:**Justin Leifso****Justin Leifso's Bio:**

I was born and raised in Southern Saskatchewan. I received my BA Honours in Political Science (2006) from the University of Regina, after which I began a career in the Saskatchewan public service. I spent 2007/08 teaching English in Korea, received my MA in Political Science at the University of Alberta (2011) and, in 2013, returned to Edmonton to pursue my PhD. I have served on the board of the Saskatchewan Festival of Words, the executive of the Political Science Graduate Student Union, and volunteered with a number of organizations including the Edmonton Christmas Bureau. I have served the GSA as a member of the Dean of Arts Review Committee and member of the Elections and Referenda Committee (ERC), and currently sit on the General Faculties Council (GFC).

Justin Leifso's Resume:

I am now a third year PhD student in the Department of Political Science, currently developing my dissertation proposal. Before moving to Edmonton to pursue my PhD, I was a Manager of Performance Audits in the Office of the Provincial Auditor of Saskatchewan and a Senior Policy Analyst in the Saskatchewan Ministry of Health. The Appeals and Complaints Board (ACB) will serve as a crucial piece of the GSA's governance structure and, as a new board, will require members with experience in procedural fairness and high-pressure situations. I believe my experience, both academic and professional, makes me a suitable candidate for the position.

GSA NOMINATING COMMITTEE (GSA NoC)
FOR INFORMATION: GSA Elections and Referenda Committee (FOUR POSITIONS)

As advertised through the GSA Newsletter on October 28, 2015, there were four (4) vacancies on the GSA Elections and Referenda Committee (GSA ERC). The GSA NoC advertised the position and received two (2) nominations by the deadline of November 6, 2015, at 12:00 PM (Noon). As per GSA Policy, Nominating, Section 5.4, two (2) candidates were proactively approached by the GSA NoC and agreed to be nominees for the GSA ERC. All four (4) nominations were forwarded to GSA Council, with a call for additional nominations. The deadline for additional nominations was Thursday, November 19, 2015 at 12:00 PM (Noon). No additional nominations were received. Therefore, **the position has been filled by the GSA NoC (GSA Policy, Nominating, Section 6.6).**

Recommended Motion

That GSA Council **RECEIVE FOR INFORMATION** the newly-elected members of the GSA Elections and Referenda Committee.

Newly-elected GSA Member on the GSA Elections and Referenda Committee:

1. **Jennifer Bertrand (Physical Education and Recreation)**
2. **Kurtis Broda (Mechanical Engineering)**
3. **Maison Elchames (Dentistry)**
4. **Carolyn Gibson (Renewable Resources)**

Jurisdiction:

GSA Policy, Nominating, Section 6.6

“The NoC will provide Council with nominations for the GSA Board, all GSA standing committees, Speaker, CRO, and Senator. Additional nominations may be made by Councillors, in writing, in advance of the Council meeting where elections will take place. If a Councillor(s) makes an additional nomination, there will be a written ballot at the Council where the election will take place. All other vacancies will be filled by the NoC and reported to Council.”

GSA ELECTIONS AND REFERENDA COMMITTEE: **Vacancy: FOUR GSA MEMBERS** (GSA Policy, Standing Committees, Section 9.1.b.iii)

GSA Elections and Referenda Committee Role (GSA Policy, Standing Committee, Section 9.3.a):

“The GSA ERC shall advise the CRO on all matters pertaining to elections, referenda, and by-elections (...).”

GSA Elections and Referenda Committee Eligibility (GSA Policy, Standing Committee, Section 9.2.a):

“All members of the GSA are eligible to serve on the GSA ERC unless they intend to run in the General Election or By-Election, intend to support a position in an upcoming referendum, or they have run in the previous General Election or By-Election or supported a position in the last referendum. If standing for election to the GSA ERC, GSA ERC candidates agree not to campaign for or endorse any individual running in the General Election or By-Election and not to campaign for or endorse any referendum campaign. GSA ERC members must also be neutral and impartial (eg having no immediate or vested interest in the outcome of GSA Elections and Referenda).”

GSA Member Leaving the GSA Election and Referenda Committee: Jennifer Bell (Nursing), Christopher Chen (Public Health), Justin Leifso (Political Science), and Anmol Shahid (Medicine)

GSA Members Staying on the GSA Elections and Referenda Committee: Ahmed Najad (Renewable Resources), Axel Perez Trujillo (Modern Language and Cultural Studies), Sarah Prescott (Resources Economics and Environmental Sociology)

GSA Council Members Staying on the GSA Elections and Referenda Committee: Leigh Spanner (Chair, Political Science)

**GSA NOMINATING COMMITTEE (GSA NoC)
GSA Awards Selection Committee (1 POSITION)
NOMINEES**

The GSA NoC advertised this position to all graduate students through the GSA Newsletter on November 6, 2015. The deadline to receive nominations was Friday, November 13, 2015, at 12:00 PM (Noon). Two (2) nominations were received by the deadline. These two (2) nominations were forwarded to GSA Council, along with a call for additional nominations. The deadline for additional nominations was Thursday, November 19, 2015 at 12:00 PM (Noon). One (1) additional nomination was received.

There will be a paper ballot vote held at the Monday, November 23, 2015 GSA Council meeting. "None of the Candidates" will also appear on the ballot.

If you and your alternate are unable to attend the Monday, November 23, 2015, meeting of GSA Council and would like to cast an electronic vote for this position, you must contact the Nominating Committee Coordinator (gsa.nomcomm@ualberta.ca) BEFORE 3:00 PM on Monday, November 23, 2015, in order to cast your vote in advance of the GSA Council meeting.

Nominees for this position are listed in alphabetical order by last name and will be presented in reverse alphabetical order on the ballot.

- 1. Sarang Gumfekar**
- 2. Stephanie Le**
- 3. Krista McFadyen**

GSA Member Leaving the GSA Awards Selection Committee: Ye Shen, MPH program (Public Health).

GSA Council Members Staying on the GSA Awards Selection Committee: Alphonse Ndem Ahola (GSA VP External and Chair of the GSA ASC; Anthropology), Sarah Ficko (GSA VP Labour; Renewable Resources).

GSA Members Staying on the GSA Awards Selection Committee: Nafisa Abdulhamid (Political Science); Afshan Amjad (Elementary Education); Margot Challborn (Political Science); Sulyn Chow (Political Science); Maikel Farhan (Medicine); Carolyn Gibson (Renewable Resources); Rebecca Horne (Human Ecology); Firouz Khodayari (Civil and Environmental Engineering); Grant Norman (Neuroscience); Kimberly Quach (Public Health); Karen Vera Lyn Turpin (Public Health)

The names and biographies received (two (2) nominees) are BELOW on pages 8.7 – 8.9. Biographies are presented as received (i.e. not edited).

**Biographies and Resumes of Nominees
(Nominees will be listed in reverse alphabetical order on the ballot)**

1. Sarang Gumfekar

Sarang Gumfekar's Bio:

I was born in India and completed my Bachelor of Engineering degree at the University of Pune in 2009. During my undergraduate studies, I became a student technical head of the institute and coordinated the organization of an annual technical event. I pursued my master's degree (MASC) in chemical engineering from University of Waterloo, Ontario where I held International Masters Student Award for 2 years. I also hold a Certification in Fundamentals of University Teaching from the University of Waterloo and have significant experience as a teaching assistant. Currently, I am a third year PhD candidate in Chemical and Materials Engineering at the University of Alberta, conducting research on developing the polymers to reduce the environmental footprint of mining operations.

Sarang Gumfekar's Resume:

I have been actively involved in student governance since my master's studies. During my study at Waterloo, I served as a Vice President-Finance, and Health and Safety representative of the departmental graduate students association. I have also been a student council member of MITACS organization. In the University of Alberta, I have been actively involved in student governance, serving as a Councilor-at-Large (CAL) Graduate Students Association, a member of GFC-Campus Law Review Committee, Faculty of Graduate Studies and Research (FGSR) Councilor, a member of the International Activity Fund (IAF) Adjudication Committee and a member of the International Students Advisory Committee (ISAC). Apart from the governance, I was involved in organizing the ABCampus Career Conference, which took place in March 2015. I look forward to being a part of GSA Governance Committee in 2015-16.

Sarang Gumfekar currently serves on the following committees:

- Councilor-at-Large Graduate Students Association
- Member of GFC-Campus Law Review Committee
- A member of the Festival of Teaching Steering Committee
- Faculty of Graduate Studies and Research (FGSR) Councilor
- International Activity Fund (IAF) Adjudication Committee
- International Students Advisory Committee (ISAC)

2. Stephanie Le

Stephanie Le's Bio:

I am passionate about the University of Alberta and being involved on campus, especially as a born and raised Edmontonian. There is so much more to campus life than academics and I strive to enrich my university career with student groups and volunteering; for example, Poultry Club, Sustain SU, Portfolio Management Club, Pre-vet/Animal Health Club, Open House, Department Events, and volunteering for professors' research. In addition, I find volunteering in the community equally or more rewarding. I volunteered for the animal rescue group PAWS for Life and for St. Francis Pet Hospital. I completed my undergraduate degree in Animal Health, maj. Food Animals (2013) at the University of Alberta and I am fluent in English and three dialects of Chinese. In my spare time, I enjoy lifting at the gym, cooking, and playing the guitar.

Stephanie Le's Resume:

Currently, I am in my first year of MSc. Agricultural and Resource Economics in the Department of Resource Economics and Environmental Sociology. My thesis, under the supervision of Dr. Scott Jeffrey, is on the productive efficiency of Alberta dairy farms and the profitability of greenhouse gas mitigation practices for farmers. Spending my summers as agricultural research assistants— one studying dairy nutrition and the other the economics of meat production— has given me a taste for research and a passion for agriculture. I am interested in serving on the Awards Selection Committee because I would love to learn more about effective award applications and proposals, and be inspired by the amazing candidates who are able to juggle stellar grades and multiple campus and community commitments. My schedule is fairly flexible because I will be taking my final 3 courses in Winter 2016 and due to a scholarship, I do not have TA or RA duties to fulfill.

Thank you for considering my application!

Stephanie Le currently serves on the following committees: None

3. Krista McFadyen

Krista McFadyen's Bio:

I was born and raised in Edmonton. After a BA degree in Anthropology and Women's Studies at University of Victoria (1999), I studied at the University of Alberta and attained a MEd (2006). I am currently in the JD Candidate, Faculty of Law and a PhD candidate from the Indigenous Peoples Education Program at the University of Alberta, hope in the future to work in legal advocacy and education. This work is grounded within prior experiences and connections within human rights and social justice initiatives, particularly within urban Aboriginal communities. Other than a former career as an outdoor educator, backcountry guide, I has worked in areas of Aboriginal relations: first within three levels of government and currently with the Aboriginal Commission on Human Rights and Justice.

Krista McFadyen's Resume:

Clinical Placements, Graduate Teaching, and Research Assistantships at U of A:

- Clinical Placement at Edmonton Community Legal Centre as part of the course Low Income Peoples and the Law, Sept. 2015 – April, 2016
- Recipient of the Gerald Gall Community Grant to support research on Aboriginal human rights (2015).
- Instructor, EDPS 432, History of Indigenous Education, Educational Policy Studies, Sept. – Dec., 2011 (Graduate Teaching Assistantship)
- Guest Co-Editor for special education of Journal of Cultural and Pedagogical Inquiry, to highlight Aboriginal Health Research, Educational Policy Studies, University of Alberta, 2012 – 2013
- Graduate Research Assistantship, Network Environments for Aboriginal Health Research, Dr. Cora Weber-Pillwax, Educational Policy Studies, 2011 - 2013.
- Peer Tutor, Centre for Writers, University of Alberta, 2011 (Volunteer)
- Literature review for a published chapter. Dr. Alison Taylor, Educational Policy Studies, 2010 (Independent assignment)

Recent Formal Employment

Project Manager, Aboriginal Commission on Human Rights & Justice (2008-present)

Edmonton AB

Aboriginal Relations Officer, Aboriginal Relations Office (2007-2010)

City of Edmonton – Office of Diversity and Inclusion; Edmonton AB

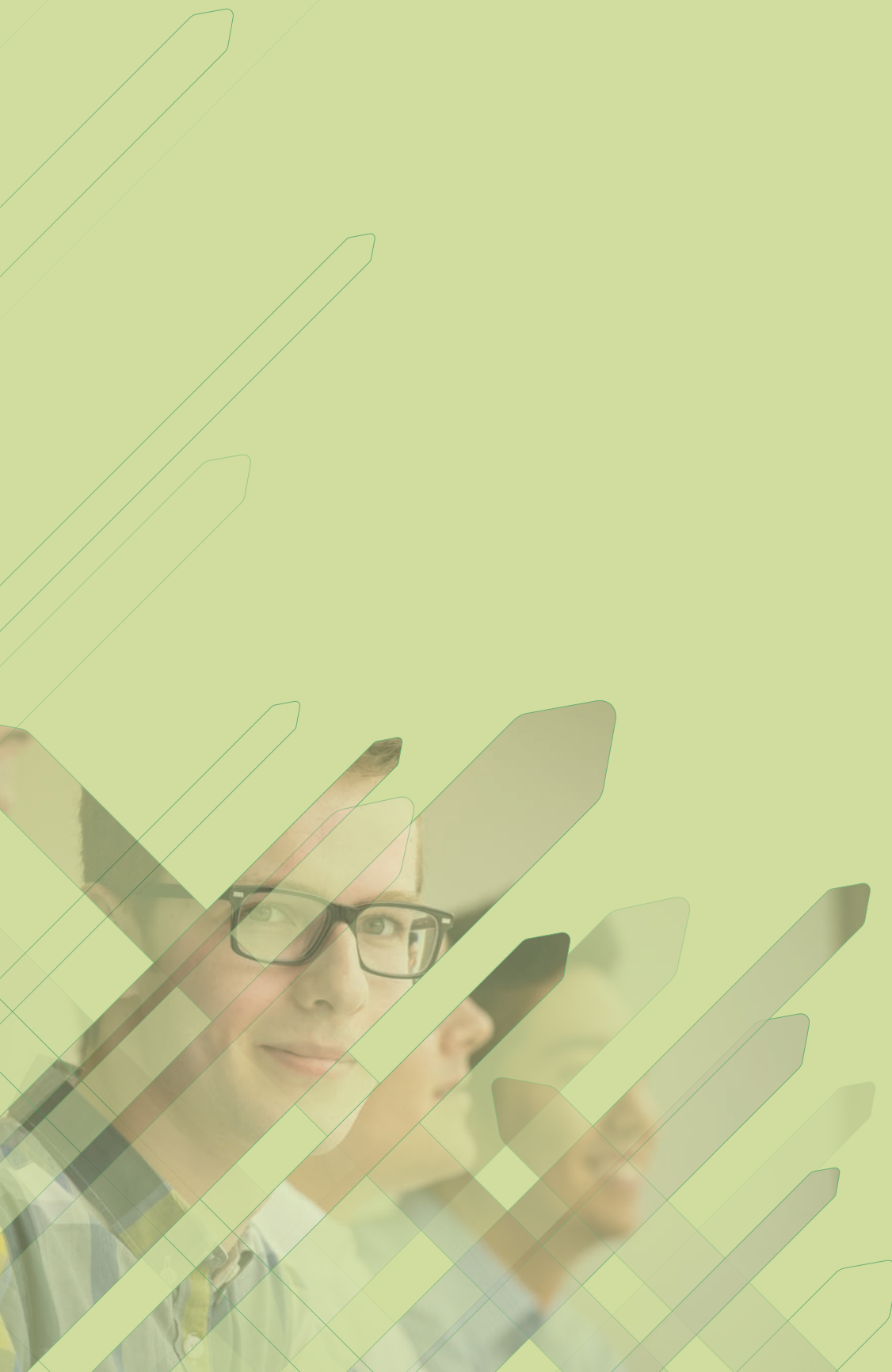
I am interested in the Awards Selection Committee because I have been the applicant of many awards and recipient of some of them. I would like to give back through this opportunity. I have a schedule that is flexible enough to accommodate sitting on a busy committee.

Krista McFadyen currently serves on the following committees: None



OCTOBER 2015

DISCUSSION PAPER



BUILDING
THE NEXT
INSTITUTIONAL
STRATEGIC
PLAN



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INVITATION TO JOIN THE DISCUSSION

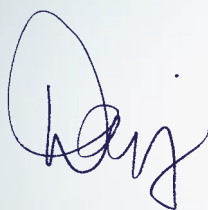
The University of Alberta has a unique opportunity to assume a major national leadership role. We are in this position because of an alignment of economic, political, and demographic factors, combined with the trajectory of success established through the dedication and leadership of our faculty, staff, students, and other members of the university community. Bound together by a proud history and inspired by Henry Marshall Tory's affirmation that knowledge is for the "uplifting of the whole people," our university community has inspired the human spirit through outstanding achievements in learning, discovery, and citizenship in a creative community, building one of the world's great universities for the public good. Faculty, staff, students, and alumni have discovered, disseminated, and applied new knowledge through teaching and learning, research and creative activity, community involvement, and partnerships. Because of these efforts, the U of A has increasingly played a leading role, giving national and international voice to innovation in our province and placing Canada at the global forefront.

The university's success is rooted in the creativity and effort of individuals, but it is only through collaboration and teamwork that our full potential can be reached. By providing a clear direction, the university's strategic plan is the single most powerful tool for building a shared vision, enabling co-ordinated efforts, and maximizing finite resources. It provides a blueprint around which many small projects can coalesce into major initiatives, and initial concepts can be patiently nurtured and reinforced toward long-term impact. The success of past strategic plans such as *Dare to Discover* and *Dare to Deliver* has paved the way for the U of A to take this activity to the next level. Let us develop a new strategic plan to guide the institution's path toward success for the next five, 10, and 20 years—and beyond.



In our collegial environment, a strategic plan cannot be dictated from above. Our main objective during the institutional strategic planning process is to develop a plan that all members of the U of A community create and embrace. It must reflect our common values and capture our collective vision of what the university aspires to be. Together, we will then establish concrete, achievable, and measurable goals and strategies that will support our vision and provide us with direction that both responds to and takes advantage of our changing external and internal environment. In the years ahead, we will look to this one strategic plan to guide all institutional academic and administrative priority-setting, decision-making, and governance.

We invite you to join us in this critical process. In the pages of this discussion paper, we ask all members of the U of A community to consider some of the key questions facing our institutions today. Let us consider together what it means to uplift others and build a stronger community in a changing world. How can we educate citizens and leaders? How can we advance knowledge, feed intellectual curiosity, and nurture the talents and aspirations of our students, faculty, and staff? How can we pay better attention to and value the experience of the people we serve, providing research that increases the well-being of individuals and communities both close to home and far afield? In short, how can we lead widespread social, cultural, and economic change for the public good?



DAVID H. TURPIN
President and Vice-Chancellor



STEVEN DEW
Provost and Vice-President



SETTING THE STAGE

This discussion paper marks the launch of an institutional strategic planning process that will continue for the next eight months. This paper is not a draft of the future plan but is instead a document intended to spark and guide campus-wide conversation and consultation.

Through a series of dialogues that will be conducted over the next several months in a variety of fora, we ask the University of Alberta's community of students, faculty, staff, volunteers, and other stakeholders to consider the questions asked in this document and add others to the list. In conversation and debate, our common issues, strategies, and goals for the next five years will begin to emerge. When this initial round of consultations is complete, a first draft of the institutional strategic plan will be composed and distributed for further consultation early in the new year.

In this discussion paper, you will find a brief overview of where the U of A stands today, including a look at the changing global landscape which will help define our challenges and opportunities.

With these contextual factors in mind, we have prepared a series of questions organized around three main thematic goals:

For the Public Good

Empowering the Whole Person

Engaging the Whole People

Within each theme, we have identified three to four areas of strategic interest as focal points for our consultations.

Overarching all is our central question:

How can we build a great university for the public good and the betterment of our community, nation, and world?

The University of Alberta in 2015: A Brief Overview

Changes in the Post-secondary Learning Environment

The worldwide academy is in flux. Globalization, demographic and generational shifts, technological change in every arena, social media, and highly mobile human resources are some of the key factors shaping the evolution of universities and their core mission of research and teaching.

The university learning experience of the 21st century is increasingly characterized by diversity and choice. Alongside traditional degree programs, the numbers of joint degrees, interdisciplinary programs, and cross-disciplinary embedded certificates are growing. In many cases, new programs and content capture and model diversity not only in content, but also in approaches for studying problems and implementing solutions. Experiential learning is on the rise, with greater numbers of undergraduate and graduate students demanding and accessing opportunities such as co-ops, internships, community service learning, and research experiences in locations both close to home and around the globe. Many students also want to boost their degree credentials by undertaking co-curricular certificate programs or participating in a wide range of extracurricular activities, many of them created and directed by students.

Today's students, at both the undergraduate and graduate level, not only expect diversity and choice in content and programming; they are also increasingly asking universities to provide greater flexibility in terms of how, when, and where they take courses. The traditional four-year time frame for undergraduate degrees, with the great majority of students taking two full-time study semesters per year and using the summer to work, is increasingly challenged by students who wish or need to balance work and study throughout their studies. Learning and professional development is now a lifelong expectation; increasing numbers of people are seeking flexible and accessible opportunities throughout their careers to attend courses and programs of interest, extend professional credentials, and increase technical knowledge and expertise.

These demands for greater flexibility, from all kinds of learners, are being met in part by changes in teaching technologies, including the development of massive open online courses, or MOOCs, as well as blended courses and flipped classrooms. At the master's level, demand is growing for highly specific post-baccalaureate certificates and professional degrees (e.g., food safety, big data, public policy). These areas of study often cross traditional disciplinary boundaries, linking discrete sub-disciplines together.

EXTERNAL PRESSURES

Universities are increasingly facing pressure from students, parents, governments, and businesses to focus on educational programs that primarily prepare students for the workplace with skills and competencies needed for career and financial success. At the same time, employers consistently report that the knowledge and skills gained through liberal arts education, though not directed to any particular profession, most effectively prepare students to tackle complex challenges with critical thinking skills, creativity, and cultural sensitivity. The tension between career readiness and curiosity-driven inquiry is especially acute at the doctoral level, where fewer than 20 per cent of doctoral graduates currently secure tenure-track positions in the academy. As a result, graduate education is moving from a sole focus on preparation for the academic career to a broader focus on a range of professional career options—a change that is increasingly being reflected in new approaches to graduate programming, supervision, and mentorship.

Throughout the international post-secondary landscape, economic outcomes, rather than social and cultural outcomes, at both the individual and the societal level are increasingly foregrounded as a key measure of a university's effectiveness as an educational institution. In many jurisdictions, these economic outcomes now affect the amount of public funding a university receives. In addition, although statistical analyses consistently show that educated citizens create stronger, healthier, and more diverse communities and that holding a university degree significantly boosts an individual's lifelong earning potential, a prolonged difficult job market for new graduates has led to a growing sense among the public that a university degree is no longer "worth" what it once was and that students (and parents) are not getting value for the cost of tuition.

ENRICHING STUDENT EXPERIENCE

To address many of these issues and improve student outcomes, the faculty and staff at the U of A have dedicated efforts to enriching the undergraduate and graduate student experience over the last decade, resulting in significant advances in experiential learning from the addition of community service learning, undergraduate research, co-ops and internships, and co-curricular embedded certificates. By the measure of the National Survey of Student Engagement in both 2011 and 2014, a large majority of first- and fourth-year students at the U of A reported being satisfied or very satisfied with their experience, a result similar to feedback from their peers across the country.

In the last three academic years, 3,666 undergraduate students (approximately 7.3 per cent of undergraduates) at the U of A have participated in for-credit co-operative education and internship programs. Students from the faculties of agricultural, life and environmental sciences; arts; business; engineering; and science have spent time working in industries, NGOs, and governmental organizations related to their fields of study. In the faculties of business and engineering, approximately one fifth and one third of students (respectively) participated in co-operative education. In 2013–14, approximately three per cent of all U of A students participated in experiences abroad, marginally above the average for Canadian universities (2.6 per cent). Though this number is steadily increasing, it remains well below that of other OECD countries.

Demographics

In September of this year, Statistics Canada reported that people aged 65 and older now slightly outnumber those who are 14 or younger. By 2024, seniors will make up one-fifth of the Canadian population. Canada is not alone: overall population will age in regions across the world, most notably in countries in the developed world (e.g., Japan, Korea, China, and Europe).

In contrast to this situation, Government of Alberta demographic projections forecast an expansion in the potential post-secondary applicant pool in Alberta over the next decade. The 2014 Campus Alberta Planning Resource predicts that the 18- to 34-year-old population of Alberta will increase by 6.1 per cent between 2013 and 2023, including 6.2 per cent, 9.2 per cent and 6.7 per cent increases in Edmonton, Calgary, and Central Alberta, respectively, largely driven by in-migration to and ongoing urbanization of the province.

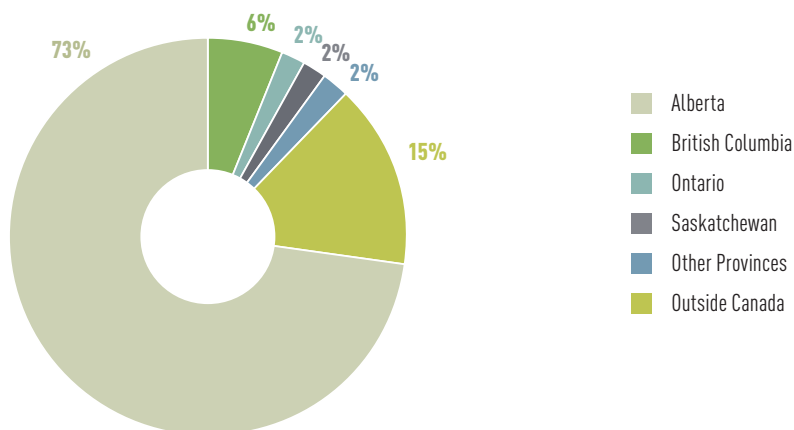
These demographic predictions suggest that Alberta universities will not face the declines in student enrolment predicted in the rest of the country, with two important caveats. First, these predictions were made during a stronger economic period in Alberta, and the current economic downturn may reduce net in-migration to Alberta and, in turn, reduce growth in the 18-to-34 age group. Alberta also faces perennially low post-secondary participation rates. Historically, post-secondary participation in Alberta has lagged four to seven per cent behind the national average. For example, the post-secondary participation rate for Albertans aged 18 to 34 years was 18 per cent in 2013, six per cent below the national average. On the other hand, university degree attainment for Albertans aged 25 to 64 years was 26.3 per cent in 2013, only two per cent below the national average. Lower post-secondary participation rates in Alberta, usually driven by high employment rates, are often counterbalanced by the arrival of interprovincial migrants whose credentials are already in place.

U OF A STUDENT BODY

In the last academic year, the U of A was home to 37,749 students (30,189 undergraduate and 7,572 graduate). Between 2010–11 and 2014–15, total undergraduate student enrolment increased only marginally (by 0.3 per cent), and graduate student enrolment by 3.1 per cent. In the preceding five-year period, undergraduate enrolment growth was higher but still under one per cent. Graduate enrolment, by contrast, grew sharply, up 21.4 per cent from 2006–2011.

Where do the U of A's undergraduate students currently come from? In 2014–15, 49.6 per cent of all undergraduate students registered at the U of A reported their hometown as Edmonton. Of the new undergraduates who enrolled for fall 2015, 73 per cent came from schools within Alberta (mostly Edmonton, Calgary, and Red Deer), 15 per cent came from schools outside of Canada, and 12 per cent from other provinces. In Maclean's 2015 University Rankings, the U of A ranked 14th of 49 (fifth among the U15) in the number of undergraduates attending from another province in Canada.

Last School Location of New Undergraduate Students, Fall 2015



Notes: Last school location is self-reported and data does not include those who did not report

Source: Institutional Data Warehouse as of October 25, 2015.

By contrast, international student enrolment at the U of A has expanded significantly in the past decade. In 2014-15, international students comprised 35.1 per cent of graduate students and 13.8 per cent of undergraduates, compared with 20.3 per cent and 4.4 per cent respectively in 2005-06. This increase was the result of targeted recruitment strategies. Though the U of A's international students hail from 142 countries, the largest proportion are from China (68 per cent of international undergraduates and 31 per cent of graduate students).

ABORIGINAL STUDENTS

Over the last decade, the U of A has increased the number of undergraduate students who self-identify as Aboriginal from 2.7 per cent of total student population in 2005-06 to 3.0 per cent in 2014-2015. Despite this positive growth, we can clearly do more to attract and serve this historically underserved population of talented young people. We know that Alberta's expanding Aboriginal population is young: in 2011, the median age was 25. That year, 6.2 per cent of Albertans self-identified as Aboriginal, with 36.1 per cent living in Edmonton. Although there has been an increase in the percentage of post-secondary students in Alberta who self-identify as Aboriginal (from 2.6 per cent in 2004-05 to 3.9 per cent in 2012-13), university degree attainment rates for Aboriginal people in Alberta remain low—less than half of the rate for the overall population. Indeed, less than nine per cent of Albertan Aboriginal people aged 25 to 64 living off-reserve had completed a university degree as of 2013. Thus, more needs to be done to bridge the gap between the numbers of non-Aboriginal and Aboriginal post-secondary graduates.

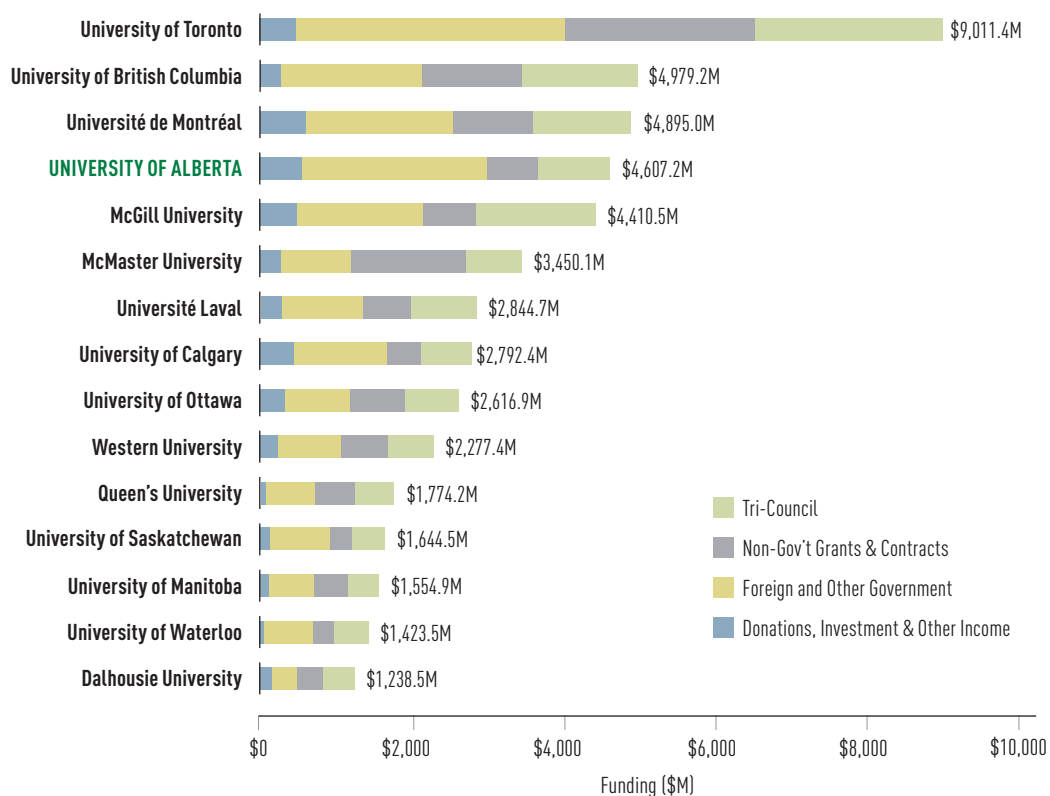
The Academy

A similar picture of challenge and opportunity emerges from a close look at data relating to the state of the University of Alberta academy. One of our strengths is that the U of A has become a global microcosm with faculty, staff, and students coming from countries around the world. According to 2014–15 data, the U of A is home to 2,038 full-time faculty members (347 assistant, 745 associate, 946 full) and 922 contract academic staff.¹ Over the history of the university, their distinctions have been many, including 41 3M National Teaching fellows, 60 members of the Order of Canada, 138 fellows of the Royal Society of Canada (including three members of the newly formed RSC College of New Scholars, Artists and Scientists), 20 members of the Alberta Order of Excellence, and 11 winners of the Queen Elizabeth II Diamond Jubilee Medal.



¹ Headcount (not full-time equivalent)

U15 Sponsored Research Income by Type 2004/05 – 2013/14



Notes: Income from Tri-Council includes the Social Sciences and Humanities Research Council (SSHRC), the Natural Sciences and Engineering Research Council (NSERC), and the Canadian Institutes of Health Research (CIHR). Other Government income reflects grant and contract income from all government departments and agencies, less Tri-Council, and includes foreign government income. Donations, non-governmental grants and contracts, and investments and other income are reported in each respective category on the CAUBO report. Université de Montréal includes École Polytechnique de Montréal and HEC Montréal.

Sources: Canadian Association of University Business Officers (CAUBO): Financial Information of Universities and Colleges, Report 3.1. Data are the most recent available.

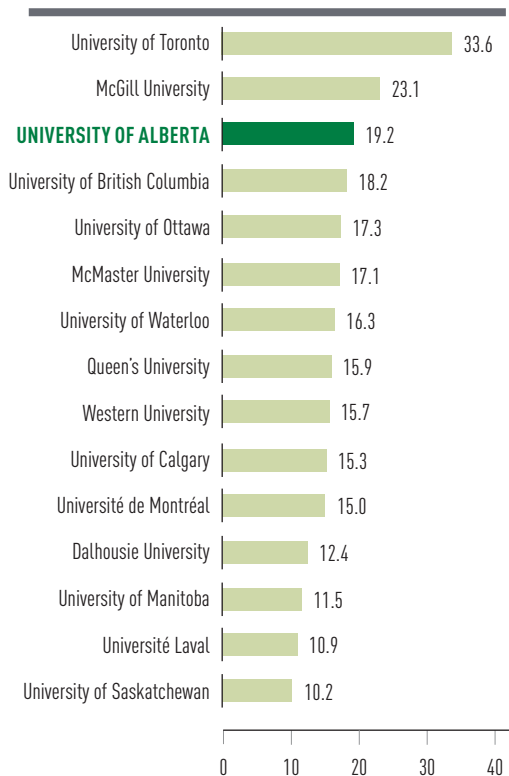
RESEARCH EXCELLENCE: FUNDING RECORD

Over the last decade, U of A researchers have attracted total sponsored research funding in excess of \$4.6 billion, putting the U of A fourth among Canada's research-intensive universities. On an annual basis, sponsored research funding has averaged more than \$400 million per year, with a peak value of \$536 million in the 2010–11 fiscal year. In both 2009–10 and 2012–13 (most recent complete data available), the U of A ranked third in the U15 for sponsored research income per full-time teaching faculty.

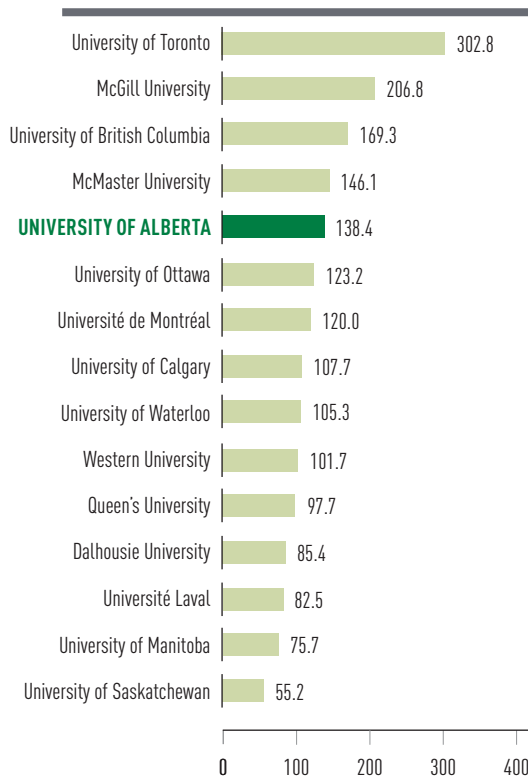
RESEARCH EXCELLENCE: PUBLICATIONS AND CITATIONS

Two other important measures of research productivity are the number of publications and citations per full-time faculty member. By these measures, the U of A ranked third among U15 peers in publications and fifth in citations from 2010–2014.

Publications Per Full-Time Faculty from 2010 to 2014 at U15 Institutions



Citations Per Full-Time Faculty from 2010 to 2014 at U15 Institutions



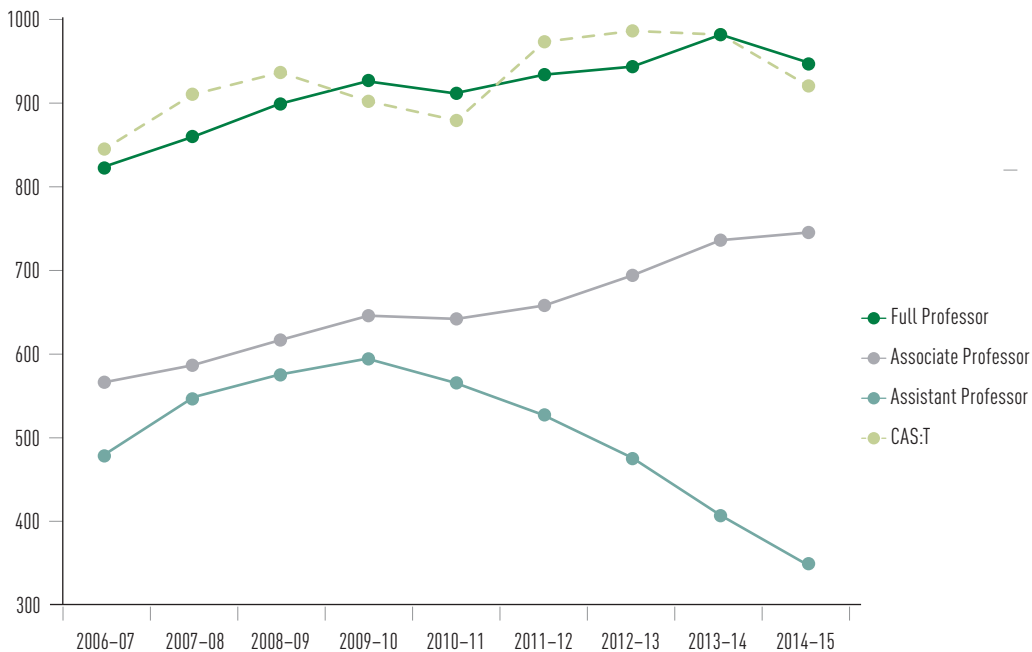
Notes: Staff figures represent averages for the reported years 2010-11 to 2013-14 (most recent data available). 2012-13 and 2013-14 staff counts are not available for Université de Montréal and Université Laval. Publication and citation counts are for the calendar years 2010 to 2014.

Sources: InCites™, Thomson Reuters (2015). InCites dataset updated Oct 7, 2015. Includes Web of Science content indexed through Aug 5, 2015; exported October 15, 2015. U15 faculty counts based on Statistics Canada: *Salaries and Salary Scales of Fulltime Teaching Staff at Canadian Universities, Final Report* and U15 Data Exchange, including full, associate and assistant professors.

FACULTY RENEWAL

Though these successes demonstrate that U of A faculty members excel in their work, there are demographic challenges on the horizon. Since the end of mandatory retirement, the average age of a professor has risen steadily to 49.7 years (50 for men and 49.1 for women). This has resulted in an imbalance across the academic ranks, with the number of assistant professors at the U of A dropping nearly 40 per cent since 2009-10. Conversely, the number of full and associate professors has steadily increased. Since 2006-07, the number of contract academic staff has also been growing in proportion to the overall number of faculty members: over this period, both contract and full-time faculty groups have increased by approximately nine per cent. These data suggest that plans for renewing our faculty must be a key priority in the future. Without this renewal, the U of A will have a reduced capacity to develop early-career leaders who will embrace emerging fields, explore new pedagogical methods, and sustain our overall research productivity.

Change in the Number of Faculty and CAS:T Members by Rank, 2006/07 – 2014/15



Notes: Totals include faculty and CAS:T members from teaching units only (administrative units are excluded). These data are based on headcount, which is a distinct count of staff as of Oct. 1 of each reporting year. **Source:** Institutional Data Warehouse as of Sept. 24, 2015.

EQUITY

In addition to these demographic challenges, the U of A has not bridged a critical gender gap in the professoriate, particularly in the most senior rank. Despite long-term efforts to achieve gender balance in the academy, male faculty members currently outnumber female faculty nearly 2:1. In the five-year period ending in 2014–15, the percentage of women in all ranks dropped very slightly (from 35.1 per cent to 34.7 per cent), with an increase at the associate rank from 39.5 to 42 per cent, and a decrease from 46.1 to 42.9 per cent at the assistant rank. The fraction of women varies significantly between faculties, but remains low in both the assistant and associate ranks in most of the larger faculties, including medicine and dentistry, science, engineering and ALES; in contrast, the balance is much closer to parity in the Faculty of Arts.

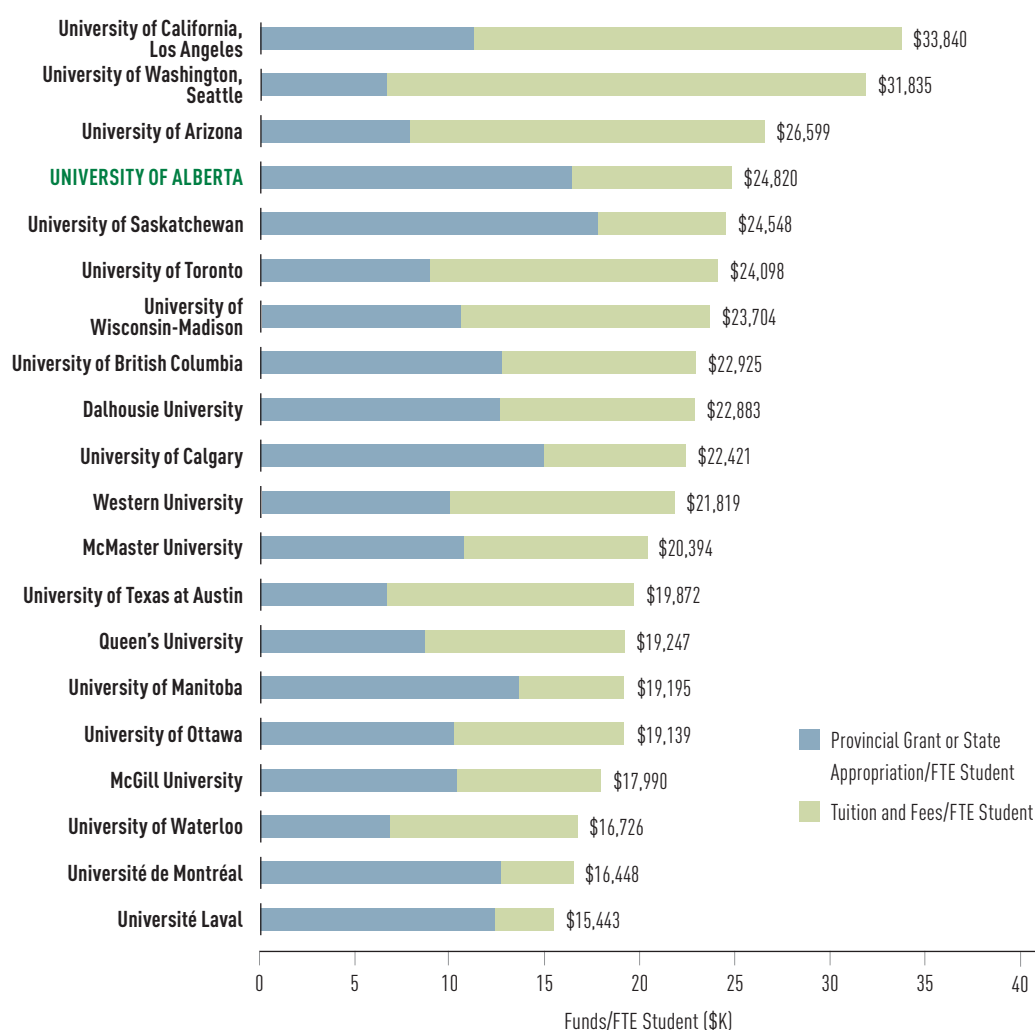
Resources

The U of A's greatest asset is our people. Creating both a technically advanced physical research and teaching environment and an intellectually vibrant culture that can nurture our people's talents depends on our ability to attract resources. In recent years, the university has experienced significant instability in provincial funding. From 2005–2010, provincial investments in the Campus Alberta grant grew six per cent each year for five successive years. With additional capital investments of more than \$2 billion over the last decade, the U of A grew from three to five campuses and built 12 major teaching and research facilities. As a result of this increased operating and capital government investment, we were able to expand student enrolment in high-demand areas, build highly specialized laboratories to facilitate new areas of research, expand housing options for students, and deepen our engagement with partners both close to home and around the globe.

These substantial increases to provincial operating and capital funding ended after the financial crisis of 2009. As a result, operating budget reallocations and reductions have occurred across the university in the years since then. However, even with recent reductions, in March 2015, Government of Alberta reports showed that Alberta universities are strongly supported by provincial funding. Alberta universities receive 58 per cent of their operating revenue from the government, compared with 42 per cent in Ontario. The national average is 53 per cent. Comparisons with select peer institutions in Canada and the United States also show that the U of A's provincial operating grant represents a relatively high proportion of the university's total operating funds, whereas tuition represents a relatively low proportion. In many other regions, the proportion of public funding per FTE student has dropped while tuition fees have increased.



Provincial Grants/State Appropriations and Tuition/Fees per FTE Student, University of Alberta and Selected Peers 2013–14 (Operating Revenue Only)



Notes: Data are the most recent available. Figures do not represent total operating revenue. FTE (full-time equivalent) students represent the count of full-time students plus one-third of the count of part-time students. Post-graduate medical education residents are excluded. Figures are in Canadian dollars. Conversion from U.S. to Canadian dollars is based on Bank of Canada rates for September 30, 2013 (1.03).

Sources: For Canadian universities: CAUBO Financial Information of Universities and Colleges, 2013–14 Report 3.1 and the U15 Data Exchange. For U.S. universities: their respective Common Data Sets as of July 2014 for enrolment and their respective financial statements for financial figures.

Global trends suggest that future increases in public funding for post-secondary institutions will be rare, and where they do occur, will be targeted to perceived areas of national or provincial strategic interest. In British Columbia, for example, the government recently announced that, by 2017–18, 25 per cent of operating funding for post-secondary institutions will be targeted to programs that feed into “high-demand occupations,” up from 10 per cent in the past.

Connections and Partnerships

Securing resources, raising the U of A's international reputation, and enriching the learning experiences of both undergraduate and graduate students are closely tied to our ability to build partnerships across local, national, and international communities. A main focus of the university's strategic planning to date has been to connect and engage with communities through the development of significant, influential, and effective local, provincial, national, and international partnerships.

LOCAL

The U of A has effectively strengthened connections throughout Edmonton and Alberta. For example, the U of A has become a major partner in the development of Edmonton's downtown core. Enterprise Square marked the beginning of this engagement. Today, approximately 500 people work and 7,000 part-time learners study on our downtown campus. TEC Edmonton—one of the anchor tenants of the Enterprise Square campus—has grown to become one of the most successful university-business incubators in the world, with clients generating \$160 million of commercial activity in 2014–15. The U of A also reaches out to youth in Edmonton and throughout Alberta, providing opportunities including sports programs, summer camps, school visit programs, and the WISEST summer research program. In 2015, children were registered for more than 8,000 sessions at U of A summer camps. U School, sponsored by the U of A Senate, exposes more than 700 students per year from socially vulnerable metro Edmonton areas, Aboriginal communities, or rural communities to a week-long university experience during the fall and winter terms.

Connections between Augustana Campus, the City of Camrose, and Camrose County have also strengthened in recent years through initiatives such as the development of the new Jeanne and Peter Loughheed Performing Arts Centre, a shared facility on the campus. Campus Saint-Jean, Canada's only francophone faculty or university west of Manitoba, promotes French-speaking culture within the U of A and acts as a social and cultural hub with francophone communities in Edmonton, around Alberta, and across Western Canada. Recently, it extended its service to Alberta's francophone community with the launch of Collège d'Alberta. Through programs such as the Aboriginal Teacher Education Program, the U of A has also built partnerships with post-secondary institutions throughout northern Alberta to deliver U of A degrees in locations close to the homes of students who otherwise would not have access to our degree programs.

GLOBAL

As this engagement with communities in Alberta has expanded, the U of A has also established a reputation for building multi-level, cross-sectoral, and mutually rewarding international partnerships with high-ranking universities and institutions in several regions of the world. In achieving this, the university community has taken a targeted, strategic approach, with a focus on India, China, Germany, the United States, and Brazil. In all partnerships, the aim has been to enable interdisciplinary, cross-border research teams and projects; open up graduate student and post-doctoral internships; and link universities with

industry, community organizations, and government agencies. Of note are partnerships with the Helmholtz Association of German Research Centres, the China Scholarship Council, Tsinghua University, and the Aga Khan Foundation. We are also a founding partner in IC-IMPACTS, one of Canada's most significant joint research engagements with India, and we are among a select group of partners in the Worldwide Universities Network.

Time to Shift the Frame

The U of A, like universities around the world, faces real and significant challenges, but the opportunities for positive change are far greater for our university than for many others. We are well supported by a provincial government that has indicated its wish to provide stable funding to post-secondary institutions. We are home to talented faculty with a proven capacity as both excellent teachers and highly respected researchers, leading major research projects of local, national, and global significance. Our institutional capacity to attract external research funding and philanthropic support continues to grow with improved internal supports and systems. The opportunities for diversifying our student population in terms of attracting students from all over Canada and from traditionally underserved populations are clear and, with strategic direction, achievable. Our geographic location is also a major asset. Alberta is young; our province continues to attract talented people at a rate greater than all other regions of the country. Its wealth in both people and natural resources, combined with its desire for social, cultural, economic, and environmental innovation and diversification, mean that the U of A is set to play a major role in the fundamental reshaping of this province—and in doing so, to build a stronger, better, more compassionate and prosperous Canada.



QUESTIONS FOR CONVERSATION AND CONSULTATION

Our central question: How can we build a great university for the public good and the betterment of our community, nation, and world?

FOR THE PUBLIC GOOD

The following questions are meant to provoke broad, big-picture thinking about the University of Alberta's contributions to society and the global academy. How can we enhance our leadership in the advancement of knowledge, scholarship, creative activity, teaching, and social and technical innovation for the benefit of society?

LEADERSHIP AND SERVICE

Consistently recognized as one of Canada's top five universities and frequently ranked among the top 100 in the world on international rankings of global universities, the U of A is poised to enter a period of unprecedented national and international leadership. Across the range of disciplines, U of A researchers are leading major research projects with international reach and influence. The U of A receives strong public funding, and in 2015, the U of A's endowment surpassed the \$1-billion mark. In addition to financial support, the U of A enjoys a high level of public trust based on our record of delivering excellence in teaching and research over our history. With these considerable assets, the U of A is in a unique position to play a leadership role in building a better Canada to the benefit of our communities, our province, and the world.

- 1. What specific strategies could we undertake to provide leadership in Alberta and Canada?**
- 2. How can we encourage and reward change leaders and public intellectuals within our university community?**
- 3. What roles and responsibilities should the U of A take on to play a leadership role in responding to the recommendations of the Truth and Reconciliation Commission? How can we most effectively acknowledge, serve, and engage Canada's Indigenous communities?**

EXCELLENCE

Excellence is both a goal and an attitude. At the U of A, we aspire to achieve the first and to inspire the latter. To inspire excellence, the university strives to create campus environments in which every member of the community feels uplifted—that is, encouraged and enabled to work at his or her full potential and inspired to seek the highest level of performance in all activities. To achieve the goal of excellence, we rely on measures of quality and impact, such as peer review, accreditation, citations, and research funding, to benchmark our progress and pinpoint areas of excellence where differential, strategic investment could lead to extraordinary results. In a crowded post-secondary landscape, such differentiation is becoming an increasingly important tool in attracting both people and funding.

- 1. What should be our criteria for identifying both current and emerging areas of excellence?**
- 2. What areas of strength differentiate the University of Alberta from other universities and are we ready to differentially support and promote our areas of excellence?**

CREATIVITY, ENTREPRENEURSHIP, AND ECONOMIC DIVERSIFICATION

As a public university supported primarily by the provincial government, the U of A has a responsibility to foreground our provincial role. For more than a century, U of A researchers and graduates have had a record of transforming ideas into social and technical innovations, evidence-based government policies, and diverse public and private enterprises—and in doing so, uplifting the whole society. Enriched education and research environments like ours not only nurture potential, spark creativity, and inspire individuals to fulfil their potential as individuals and citizens; they also form the foundation from which these individuals launch innovative ideas, organizations, and initiatives that become the building blocks of a just society and a sustainable, robust, and diverse public- and private-sector economy.

- 1. How can we improve our record of transferring and mobilizing knowledge, scholarship, creative activity, technology, and expertise to where it can positively impact the community?**
- 2. How should and can our programs evolve to ensure that our students have the creativity, critical thinking, and technical knowledge, skills, and competencies they need to be social and economic entrepreneurs in the future?**

REPUTATION AND ADVOCACY

Universities exist within an incredibly crowded public space, in which many valued and cherished institutions and organizations vie for attention and funding. Governments must balance competing public demands; students can choose between many universities; donors are courted by many good causes; and taxpayers insist on demonstrated returns on public investment. In this environment, universities have come to recognize that one of their greatest assets is their local, national, and international reputation. At the U of A, preserving and advancing our reputation reflects our consistent efforts to work to the highest standards. In doing so, we ensure that stakeholder expectations are consistently fulfilled or exceeded. Telling the story of that work is equally important. Reputation and advocacy are essential elements for maintaining the social contract that underscores public education; for securing operational, research, and philanthropic funding; for attracting outstanding students, faculty, and staff; and for enhancing local, national, and international reputation.

- 1. How can we engage Albertans and other core stakeholders in ways that increase their understanding and appreciation of our international, national, and provincial objectives?**
- 2. How can we develop a robust reputation on the international stage, where rankings are of increasing influence to potential students, research partners, philanthropists, and granting agencies?**



EMPOWERING THE WHOLE PERSON

The following questions narrow the focus and ask us to consider what we can do to create and sustain an environment that can nurture and support the full educational and career life cycle of University of Alberta students (undergraduate and graduate), faculty (regardless of rank or contract), post-doctoral fellows, and staff (both administrative and support).

STUDENTS

Like all universities, the U of A is constantly evolving to meet the needs of learners in a changing world. Through strategic planning and implementation of initiatives, the undergraduate experience is now characterized by many opportunities for experiential learning, from community service learning to undergraduate research, to co-ops and internships, to co-curricular embedded certificates. New student residences, including Peter Lougheed Hall and St. Joseph's College Women's Residence, make it possible for the U of A to offer a well-rounded educational experience to more students—one that includes enriched co-curricular and extracurricular programming. In the future, demographic shifts will affect our recruitment strategies; there is enormous potential for growth in attracting out-of-province students, Aboriginal students, other underserved populations, and lifelong learners.

1. **How do we educate the future graduate and undergraduate student—the engaged and informed citizen, highly skilled professional, scholar/artist, and lifelong learner?**
2. **How can we more consciously assist our undergraduate and graduate students' process of self-discovery and give them the skills to engage and use their talents, creativity, and curiosity to contribute to their communities and to enhance their lives?**
3. **How can we minimize the impact of future demographic challenges and maximize demographic opportunities for diversifying and enriching our student population? What is the right balance of graduate to undergraduate students?**

FACULTY

The U of A is now home to 2,038 faculty members. These include many recipients of Canada's four highest research awards: three Canada Excellence Research Chairs, nearly 100 Canada Research Chairs, 18 Natural Sciences and Engineering Research Council Industrial Research Chairs, and two Trudeau Fellows. Over the last decade, our researchers have attracted sponsored research funding in excess of \$4.6 billion, putting the U of A third among Canada's research-intensive universities. At the same time, data show that we have a critical and immediate need to renew the professoriate and address important gaps in

equity and diversity among the ranks. Changes in research and teaching—many driven by advances in information and communications technologies—are also challenging us to rethink the traditional classroom and the role that professors will play in the future.

- 1. What will it mean to be a professor in the future?**
- 2. How can we further enable and enrich the intellectual, professional, and personal development of all faculty from appointment through promotion to retirement?**
- 3. What is the right balance of ranks needed to renew and sustain the health and vitality of the academy at the U of A and how can we attain and sustain it?**

ACADEMIC AND NON-ACADEMIC STAFF

Administrative professional officers, librarians, faculty service officers, and non-academic staff members (full-time, part-time, temporary, and trust-funded) provide essential leadership and support to the research, teaching, and service mission of the university. They provide strategic advice, direction, and service throughout the university; they are accountable for planning, negotiating, administration, problem solving, risk assessment and prevention, and operational oversight of financial resources, learning services, student services, infrastructure, and much more. The operational health of the institution depends upon the U of A's creation and enhancement of a supportive working environment that includes opportunities for professional development and lifelong learning, pathways for career progression and secondment, and investments in leadership programming for both academic and non-academic staff.

- 1. How can we enable and enrich the intellectual, professional, and personal development of staff members?**
- 2. How can we improve staff mobility within the university and create more opportunities for career progression to the benefit of both the individual and the university?**

CAMPUS COHESION

In addition to having a student, faculty, and staff population comparable with that of a small city, the U of A has five campuses and 18 faculties, offering 200 undergraduate and 170 graduate programs. Like many large, comprehensive, research-intensive universities, the U of A has a decentralized organizational structure. Such decentralization recognizes that there are significant differences among academic units and disciplines that are best served when decisions are made by the people who understand the goals and needs of the discipline and unit best. At the same time, to prevent the development of silos, it is essential to find and maintain shared values, vision, and goals so we can tackle shared challenges

and opportunities through a healthy, engaged governance system. The institution as a whole should be more than the sum of its parts, with each part strengthened by the university's comprehensive reputation for excellence in student experience, research and creative activity, and service.

- 1. What values do you think the University of Alberta should (or does) embody?**
- 2. How can an individual or unit contribute to the overall benefit of the institution? How do we increase a culture of belonging to and engagement with the university?**
- 3. How do we balance diversity and unity across the university in the interest of the greater good in good and bad times?**

ENGAGING THE WHOLE PEOPLE

The following questions bring our focus back out from the individual to the ways in which the University of Alberta can take advantage of our own diversity to deepen and extend our engagement with various communities (local, provincial, national, and international) to facilitate collaborative efforts that can address shared challenges, solve problems, and improve society.

DIVERSITY

One of the U of A's defining features and points of pride is its diversity. As a comprehensive academic and research university, with medical and doctoral programs, the U of A provides the broad range of degree programs required to equip students to be informed, engaged citizens and highly skilled individuals across nearly all public and private sectors. We host Canada's first and only Faculty of Native Studies and offer liberal arts education in both a rural setting at Augustana and in the French language at Campus Saint-Jean. We are also home to several centres and institutes that support and celebrate the rich disciplinary and human diversity that characterizes our community, such as the Institute for Sexual Minority Studies and Services, the China Institute, the Wirth Institute, the Centre for Ethnomusicology, and the Kule Centre for Canadian and Ukrainian Folklore, to name a few.

- 1. How can we build on our ongoing efforts to support and celebrate the human diversity of our campuses and promote the values of diversity and equity across the broader community?**
- 2. What incentives and supports do we need to put in place to take full advantage of the U of A's diversity by facilitating and strengthening interdisciplinary and cross-faculty research and teaching initiatives?**

COMMUNITY ENGAGEMENT

Across a range of activities, the U of A engages with various community partners to translate learning and research into evidence-based public policy, effective public education campaigns, changed attitudes, and healthier, more compassionate communities. Key examples in this area include growth of partnerships with local government, community organizations, business, and industry (e.g., community service learning, TEC Edmonton, proposed Galleria project, Saville Community Sports Centre, the City-Region Studies Centre and the Centre for Public Involvement in the faculty of extension, downtown revitalization, waste management, our nation-leading number of research chairs) and provincial partnerships (e.g., multiple research projects, Alberta Health, Alberta Innovates).

- 1. How and for what purpose are we engaging with communities? How do we ensure our community engagement is mutual, sustained, relevant, and meaningful?**
- 2. How can we promote and encourage community engagement in research and teaching? What incentives and rewards are needed?**

EDMONTON AND REGION

- 1. How can we continue to strengthen our engagement with the City of Edmonton, its various communities, and surrounding regions?**

ALBERTA

- 1. What are our key responsibilities within Alberta's six-sector (differentiated) model of post-secondary education? How can we best fulfil our leadership role?**
- 2. Where are the opportunities to increase our engagement with Alberta's communities, and to help our Alberta partners connect with others on the national and international stage?**

NATIONAL AND INTERNATIONAL LEADERSHIP

Although academic research has always transcended narrow geographical limits or national concerns, there is a growing awareness that major global challenges need a different kind of international research response. To that end, international research partnerships and networks are becoming increasingly multi-faceted and multi-layered, including partners from many sectors (academic, government, industry, business, and non-profit), multiple exchanges of talent and resources, and joint degrees and supervision of graduate students. Consortia such as the Worldwide Universities Network are on the rise, as are major, multi-year agreements between countries' top institutions. Institutions are not only attracting more international students than ever before, but also setting up international campuses.

CANADA

- 1. In what areas does the U of A have the greatest potential to demonstrate and provide national leadership?**
- 2. How can we build on our current engagement with partners and provide exception leadership in Canada's PSE sector, including the U15 and Universities Canada?**

THE WORLD

- 1. How can and should the U of A respond to global challenges? In what areas could we have greatest impact?**
- 2. Which regions of the world should be the focus of our future international engagement? How can we most effectively engage those regions?**

JOIN THE PROCESS

The institutional strategic planning process will be led by President David Turpin and Provost and Vice-President Steven Dew, with guidance and feedback from an **Institutional Strategic Planning Advisory Committee**. This committee will provide feedback and insight on the discussion paper, questions, and forthcoming strategic plan drafts, and will help to gather, evaluate, and collate the broader community response throughout the process. The committee will consist of approximately 15 faculty, staff, and students from across University of Alberta's faculties, campuses, and communities.



You can provide ideas and feedback through a variety of arenas. *Please visit the Institutional Strategic Planning website (uab.ca/strategic-plan) to provide your thoughts online. The website is also your source of information (including email, dates and registration forms), relating to consultation events such as:*

- Campus forums
- Roundtable discussions
- Committee consultations

Key governance bodies and committees will also be consulted, including General Faculties Council, Board of Governors, GFC Academic Planning Committee, Deans' Council, Chairs' Council, Senate, and Alumni Council. Once consultation on this discussion paper is complete, the president and provost, with advice from the Institutional Strategic Planning Advisory Committee and assistance from staff, will draft the first version of the institutional strategic plan. This draft will be circulated to the community for feedback and advice before the final draft of the plan moves through the May–June GFC and board governance approval process.

The tentative timeline is as follows:

- November–January: Broad-based consultations on the Discussion Paper
- February–March: Review and feedback on first draft of Institutional Strategic Plan
- April: Revision and preparation of final draft of Institutional Strategic Plan
- May–June: Governance pathway to final GFC and BOG approval of Institutional Strategic Plan on June 17, 2016

We invite you to participate often. Provide input. Add questions to the list. Help devise strategies that will enable the U of A to move forward. Provide input. Rethink and return with more ideas as often as you like. The U of A is your university. Our next Institutional Strategic Plan should reflect the values, goals, and aspirations of us all.



Outline of Issue (GSA Council)

GSA Recognition Awards and Adjudication Criteria: Proposed Changes to GSA Policy

Suggested Motion for GSA Council:

That GSA Council **APPROVE**, on the recommendation of the GSA Board and effective immediately, proposed changes to GSA Policy, GSA Recognition Awards and Adjudication Criteria, as shown in the attached double column document.

Background:

Each year, the GSA Awards Selection Committee (GSA ASC) makes recommendations on the policies and procedures associated with GSA Awards and the Government of Alberta Graduate Citizenship Award (see GSA Policy, Standing Committees, GSA ASC, Section 6.3.a.i: "The ASC will be consulted concerning any proposed changes to the number, selection criteria, names, and value of GSA Awards"). The proposed changes shown in the attached double column document reflect discussions by the GSA ASC in Fall 2014 and Winter 2015 related to awards adjudication, and have been reviewed by current GSA ASC members.

The GSA Board voted to recommend the proposed changes to GSA Council on August 26, 2015. GSA Council is now asked to consider the proposed changes to GSA Policy, GSA Recognition Awards in advance of the opening of the 2016 GSA Recognition Awards nomination period.

Jurisdiction:

GSA Bylaw, Part I, Section 2.2

"The GSA Policy Manual is under the jurisdiction of Council (Part III) and may be amended by a simple majority vote of Council at any meeting of Council."

GSA Recognition Awards and Adjudication Criteria

Proposed Changes to GSA Policy

10.1

Current Policy (<i>deletions noted by a strikethrough</i>) and Proposed Changes (<i>additions underlined</i>)	Rationale/Background
GSA Recognition Awards and Adjudication Criteria	
Purpose & Scope	<i>No Change</i>
1. General: Eligibility Requirements	<i>No Change</i>
a ...	<i>No Change</i>
<u>b. Number of times an individual can be nominated or self-nominated for the same award each year: No more than one (1) each year. The first nomination received shall be the one adjudicated.</u>	<i>On the recommendation of the 2014-2015 GSA Awards Selection Committee (GSA ASC) - to clarify that individuals can only be nominated for an individual award once each year. Last year, there were two instances of a nominee being nominated twice for the same award; because GSA Policy did not disallow it, both applications were adjudicated. The GSA ASC felt that it put the nominees on unequal footing, and that it was difficult to adjudicate properly and fairly; they recommended a change to GSA Policy to dictate that only one nomination will be adjudicated/accepted.</i>
c ...	<i>Numbering only</i>
d ...	<i>Numbering only</i>
e ...	<i>Numbering only</i>
2. GSA Recognition Awards	<i>No Change</i>
1. Academic Staff Award	<i>No Change</i>
a. The purpose of this award is to recognize a member of the Association of Academic Staff: University of Alberta (AAS:UA) whose work with and for graduate students has been of exceptionally high quality. Any member of AAS:UA is eligible for this award. The nominee must have been a member of AAS:UA when their contribution was made. Self-nominations are not accepted. <u>Group nominations are not accepted.</u>	<i>On the recommendation of the 2014-2015 GSA Awards Selection Committee (GSA ASC) - to clarify that only individuals should be nominated for the staff/faculty awards, rather than groups of 2 or more people. Last year, there was a group nomination; because GSA Policy did not disallow it, the application was adjudicated. The GSA ASC felt that it was difficult to adjudicate properly and fairly nominations with multiple individuals against those of only one individual; they recommended a change to GSA Policy to dictate that only one individual be nominated for the staff/faculty awards.</i>
b ...	<i>No Change</i>
c. One (1) <u>or more</u> Certificate(s) of Distinction may be conferred annually.	<i>On the recommendation of the 2014-2015 GSA Awards Selection Committee (GSA ASC) and to put into Policy something that has been done in practice. Often GSA ASC members feel that more than one individual is worthy of these awards, and because there is no monetary prize associated with them, the GSA ASC votes to confer more than one of these awards in a single year. This change will clarify that multiple awards may be given in a single year.</i>
2. Life-Long Membership Award	<i>No Change</i>
a. The purpose of this award is to recognize an individual who has made a significant contribution of time and effort to either society or the well-being and success of graduate students at the University of Alberta. Any current or former member of the University community (any individual who participates in the activities of the University, broadly defined) is eligible for this award. The nominee must have been a member of the University community when their contribution was made. Self-nominations are not accepted. <u>Group nominations are not accepted.</u>	<i>On the recommendation of the 2014-2015 GSA Awards Selection Committee (GSA ASC) - to clarify that only individuals should be nominated for the staff/faculty awards, rather than groups of 2 or more people. Last year, there was a group nomination; because GSA Policy did not disallow it, the application was adjudicated. The GSA ASC felt that it was difficult to adjudicate properly and fairly nominations with multiple individuals against those of only one individual; they recommended a change to GSA Policy to dictate that only one individual be nominated for the staff/faculty awards.</i>
b ...	<i>No Change</i>

GSA Recognition Awards and Adjudication Criteria

Proposed Changes to GSA Policy

10.2

Current Policy <i>(deletions noted by a strikethrough)</i> and Proposed Changes <i>(additions underlined)</i>	Rationale/Background
c. One (1) <u>or more</u> Certificate(s) of Distinction may be conferred annually.	<i>On the recommendation of the 2014-2015 GSA Awards Selection Committee (GSA ASC) and to put into Policy something that has been done in practice. Often GSA ASC members feel that more than one individual is worthy of these awards, and because there is no monetary prize associated with them, the GSA ASC votes to confer more than one of these awards in a single year. This change will clarify that multiple awards may be given in a single year.</i>
3. Non-Academic Staff Award	<i>No Change</i>
a. The purpose of this award is to recognize a member of the Non-Academic Staff Association (NASA) of the University of Alberta for their exceptional performance and/or service to graduate students. Any member of NASA is eligible for this award. The nominee must have been a member of NASA when their contribution was made. Self-nominations are not accepted. <u>Group nominations are not accepted.</u>	<i>On the recommendation of the 2014-2015 GSA Awards Selection Committee (GSA ASC) - to clarify that only individuals should be nominated for the staff/faculty awards, rather than groups of 2 or more people. Last year, there was a group nomination; because GSA Policy did not disallow it, the application was adjudicated. The GSA ASC felt that it was difficult to adjudicate properly and fairly nominations with multiple individuals against those of only one individual; they recommended a change to GSA Policy to dictate that only one individual be nominated for the staff/faculty awards.</i>
b ...	<i>No Change</i>
c. One (1) <u>or more</u> Certificate(s) of Distinction may be conferred annually.	<i>On the recommendation of the 2014-2015 GSA Awards Selection Committee (GSA ASC) and to put into Policy something that has been done in practice. Often GSA ASC members feel that more than one individual is worthy of these awards, and because there is no monetary prize associated with them, the GSA ASC votes to confer more than one of these awards in a single year. This change will clarify that multiple awards may be given in a single year.</i>
4. Graduate Student Supervisor Awards	<i>No Change</i>
a. The purpose of these awards is to recognize those faculty members who excel in the supervision of graduate students. The nominee must be the current supervisor of a current graduate student(s). Holding a Tri-Council grant is not a requirement for this award. Self-nominations are not accepted. <u>Group nominations are not accepted.</u>	<i>On the recommendation of the 2014-2015 GSA Awards Selection Committee (GSA ASC) - to clarify that only individuals should be nominated for the staff/faculty awards, rather than groups of 2 or more people. Last year, there was a group nomination; because GSA Policy did not disallow it, the application was adjudicated. The GSA ASC felt that it was difficult to adjudicate properly and fairly nominations with multiple individuals against those of only one individual; they recommended a change to GSA Policy to dictate that only one individual be nominated for the staff/faculty awards.</i>
b ...	<i>No Change</i>
c. One (1) <u>or more</u> Certificate(s) of Distinction may be conferred annually to a supervisor in each of the Tri-Council areas of the Social Sciences and Humanities (SSHRC), Natural Sciences and Engineering (NSERC), and Health Sciences (CIHR).	<i>On the recommendation of the 2014-2015 GSA Awards Selection Committee (GSA ASC) and to put into Policy something that has been done in practice. Often GSA ASC members feel that more than one individual is worthy of these awards, and because there is no monetary prize associated with them, the GSA ASC votes to confer more than one of these awards in a single year. This change will clarify that multiple awards may be given in a single year.</i>
5 - 13 ...	<i>No Change</i>



Dear Council Colleagues,

November 13, 2015

Following our presentation to GSA Council in September 2015, we are writing to you jointly as the chairs of the GSA Governance Committee (GSA GC) and the GSA Elections and Referenda Committee (GSA ERC) because at the November 23 and January 18 meetings of GSA Council, you will be asked to consider changes to GSA Bylaw and Policy and the Standing Orders of GSA Council with respect to Councillors-at-Large (CALs).

These changes result from ongoing discussions by the GSA ERC and GSA GC, dating back to a matter raised by former CRO Hamman Samuel, about issues related to the election of CALs and the overall composition (and associated reporting and accountability of members) of GSA Council. In addition to the many discussions the two committees have had, the Chairs of the GSA ERC and the GSA GC have consulted with most current CALs, feedback from GSA Council was solicited at the September meeting, and the GSA Board has discussed the proposed changes at length.

The GSA ERC and GSA GC considered the attached proposal jointly as there is jurisdictional overlap between the two bodies with respect to this issue (see the attached Outline of Issue for jurisdictional information).

In formulating this proposal, GSA GC and GSA GC members discussed the following matters, among others: balancing the voices of departmental and academic units that comprise the body of GSA Council against the required additional voices of graduate students more generally; lack of a clearly defined mandate and accountability mechanism for CALs; and the processes by which CALs could be both elected and potentially recalled.

Below you will find a brief summary of the changes you are asked to consider. Please note that these changes will be reviewed after a year, which will allow us to make any needed adjustments. The changes to GSA Bylaw are before you for first readings (they will return for a second reading in January) and the changes to GSA Policy and the Standing Orders of GSA Council are included for information at this time (they will be considered for approval at the January meeting).

The attached proposed changes focus on refining the Councillor-at-Large positions. The main points of the proposal are:

- Modify the number of CAL positions from 10 to “up to 5”. There will be two election periods for CALs, one in May and, if there are vacancies, one in October (CALs’ terms, of May to April of the next year, remain the same)
- CALs elected by GSA Council instead of in the General Election
- CALs as non-voting, rather than voting, positions
- Introduction of a mandate and recall mechanism for CALs

Please let us know if you have any questions about the materials in advance; otherwise we look forward to presenting the proposed changes to you at the November 23 GSA Council meeting.

Sincerely,
Colin More, Chair of the GSA Governance Committee and GSA President
Leigh Spanner, Chair of the GSA Elections and Referenda Committee

cc: Members of the GSA Governance Committee and the GSA Elections and Referenda Committee

Outline of Issue (GSA Council)

Councillor-at-Large Positions – Changes to the Composition of GSA Council: Proposed Changes to GSA Bylaw (Parts III and VII) AND GSA Policy (Elections, Sections 2, 8, and 11) AND the Standing Orders of GSA Council

Suggested Motion for GSA Council:

That GSA Council **APPROVE**, on the recommendation of the GSA Elections and Referenda Committee and the GSA Governance Committee and effective upon the second reading, proposed changes to GSA Bylaw, as shown in the attached double column document.

NOTE #1: If approved, the proposed changes would be in effect for the next General Election. No current Councillor-at-Large (CAL) would be affected.

NOTE #2: The proposed changes and current GSA Bylaw and GSA Policy are in the first column of the attached double column. Changes to GSA Policy and the Standing Orders of GSA Council are presented here for information and will be considered for approval, along with the second reading of GSA Bylaw, at the GSA Council meeting of January 18, 2016.

Background:

There is jurisdictional overlap between the GSA Elections and Referenda Committee (GSA ERC) and the GSA Governance Committee (GSA GC), in that the GSA ERC has oversight of elections while the GSA GC has oversight of the composition of GSA Council since they “advise Council on the GSA Bylaws [and] matters of policy not in the purview of any other Standing Committee” (GSA Policy, Standing Committee, Section 3.2.a.i).

Thus, both bodies met jointly in April, May, August, September, October, and November of 2015 to discuss this matter.

The Chairs of the GSA ERC and the GSA GC have also met with most current CALs to discuss their role and solicited feedback from GSA Council at the September meeting.

The GSA ERC recommended the proposed changes to GSA Council at the GSA ERC meeting of October 16, 2015. The GSA GC voted, via email, to recommend the proposed changes on October 20, 2015. Following feedback supplied by the GSA Board on Wednesday, October 21, the GSA ERC and GSA GC met again on November 2, 2015 to further discuss the proposal with reference to the feedback provided by the GSA Board and made one amendment with respect to section 2.3.2.3. The GSA ERC and GSA GC then voted on November 9, via email, to recommend the amended proposal to GSA Council.

Jurisdiction:

GSA Policy, Standing Committees, Section 3.9.3.c

“The GSA ERC will review GSA Elections and Referenda Bylaws and Policies annually and make any recommendations to GSA Council through the GSA Board.”

GSA Policy, Standing Committees, Section 3.2.1.i and 3.2.1.ii

“The GSA GC will advise Council on the GSA Bylaws, matters of policy not in the purview of any other Standing Committee, or other governing issues and provide a report on recommended changes at the next scheduled Council meeting” and “The GSA GC will make any routine or editorial changes to the governance documents as deemed necessary by the Committee.”

GSA Bylaw, Part I, Section 2.2

“The GSA Policy Manual is under the jurisdiction of Council (Part III) and may be amended by a simple majority vote of Council at any meeting of Council.”

GSA Bylaw, Part I, Section 1.2

“These Bylaws ... may be amended by two two-thirds majority votes of Council held on seven calendar days’ notice of motion and no less than one week apart.”

GSA Bylaw, Part III, Section 3.5.1

“GSA Council has the authority to make alterations to the Standing Orders of GSA Council by a simple majority vote at one (1) meeting of GSA Council.”

Councillor-at-Large Positions – Changes to the Composition of GSA Council

Proposed Changes to GSA Bylaw (Parts III and VII) AND GSA Policy (Elections, Sections 2, 8, and 13) AND the Standing Orders of GSA Council

Current Bylaw (<i>deletions noted by a strikethrough</i>) and Proposed Changes (<i>additions underlined</i>)	Rationale/Background
Part III GSA Council	
1. Mandate	
1.1 ...	<i>No change.</i>
2. GSA Council Composition	<i>No change.</i>
2.1 GSA Council is comprised of:	<i>No change.</i>
2.1.1 -2.1.3 ...	<i>No change.</i>
2.1.4 <u>Up to Ten</u> five (10) <u>(5)</u> Councillors-at-Large (CALs) as <u>non-voting</u> members ...	<i>At the September 2015 meeting of GSA Council, the GSA ERC and GSA GC discussed a proposal to address issues with respect to CALs having no defined mandate or accountability mechanism. GSA ERC and GSA GC met jointly multiple times to discuss these issues and develop a proposal for a more defined mandate for CALs (CALs being elected in the General Election was also an issue identified by the former CRO). To accord with the proposed new CAL mandate (Section 2.3.2.3 below), CALs would be elected by GSA Council. Finally, it is proposed that the number of CALs be reduced from 10 to up to 5. As this proposal introduces CALs being elected by GSA Council, it is recommended that they be non-voting members who serve to add additional voices to GSA Council discussions and debates, rather than representing a particular constituency.</i>
2.1.5 The GSA Directors as non-voting members.	<i>No change.</i>
2.2 Departmental Councillors	<i>No change.</i>
2.2.1 – 2.2.3 ...	<i>No change.</i>
2.3 CALs	<i>No change.</i>
2.3.1 CALs shall be elected annually (Part VIII), with their terms to run from May 1 until April 30 of the following year <u>for a term to run from May 1 until April 30 of the following year by GSA Council at the April meeting. Should there be any vacant positions prior to October 1, a second election will be held at the October meeting of GSA Council. The terms of CALs elected in October will run to April 30 of the following year. The GSA Nominating Committee (GSA NoC) will decide on procedures and then</u>	<i>To accord with the proposed new CAL mandate, the process to elect CALs has been modified with CALs elected by GSA Council. The process proposed here combines both current GSA Policy on GSA Council electing individuals to CAL positions not filled in the General Election and elements of the procedure for other Council-Elected positions. Prior to 2013, unfilled CAL positions after the General Election resulted in multiple by-elections among all members of the GSA in order to fill vacant positions. In 2013 GSA</i>

Current Bylaw (<i>deletions noted by a strikethrough</i>) and Proposed Changes (<i>additions underlined</i>)	Rationale/Background
Part III GSA Council	
<u>provide names to GSA Council for consideration. The GSA NoC may not waive advertising.</u>	<i>Council approved a change to GSA Policy that enabled vacancies to be filled via a Council election. In past years many of the CAL positions have been filled by Council elections. For example, even though in 2014-2015 the ten positions were filled during the General Election, in 2015-2016 only four were, five in 2013-2014, and two in 2012-2013.</i>
2.3.1.1 <u>CAL positions not filled at the October meeting of GSA Council will remain vacant for that term. A CAL position that is vacated or recalled following the October meeting of GSA Council will remain vacant until the April meeting of GSA Council.</u>	<i>Moved from GSA Policy, Elections, Section 11.3.</i>
2.3.1.1 In the case of CALs, ‘constituents’ shall refer to all members of the GSA.	<i>See rationale on p.1.</i>
2.3.2 <u>The duties of CALs shall be:</u>	<i>To parallel section 2.2.2 on Departmental Councillors.</i>
2.3.2.1 <u>To attend all meetings of GSA Council;</u>	<i>To parallel section 2.2.2.2 on Departmental Councillors.</i>
2.3.2.2 <u>To ensure that the Speaker and GSA office are kept up to date with their names, departmental addresses, and contact information; and</u>	<i>To parallel section 2.2.2.3 on Departmental Councillors.</i>
2.3.2.3 <u>To provide additional voices on GSA Council from those offered by Departmental Councillors.</u>	<i>New mandate for CALs.</i>
2.3.3 <u>Recall of CALs</u>	<i>See below.</i>
2.3.3.1 <u>CALs can be recalled by a majority vote of GSA Council upon receipt of a complaint from a member of GSA Council.</u>	<i>As GSA Council would be the body to elect CALs, it is the body with the authority to recall them.</i>
2.3.3.2 <u>Complaints about CAL(s) shall be directed to the Speaker and the Deputy Speaker, copied to the Executive Director (ED). If the Speaker makes the complaint, it shall be directed to the President and the Deputy Speaker, copied to the ED.</u>	<i>“The Speaker strives to act in a neutral capacity and maintains order and decorum in GSA Council so that GSA Council can conduct its business in a fully-informed, fair fashion” (Standing Orders of GSA Council), so complaints would be directed to Speaker and Deputy Speaker. If the Speaker is making the complaint, it would be directed to the President. Both parties would work in consultation with the Deputy Returning Officer and Executive Director.</i>
2.3.3.3 <u>The Speaker, Deputy Speaker, and CAL(s), in consultation with the ED, shall meet to discuss the complaint. Depending upon the nature of the complaint, the Speaker and the Deputy Speaker, in consultation with the ED, may initiate a recall vote. If the Speaker makes the complaint, the President, Deputy Speaker, and CAL(s),</u>	<i>The CAL(s) has the opportunity to respond to the complaint.</i>

NOTE: The proposed changes would not apply to current CALs

11.4

Current Bylaw (<i>deletions noted by a strikethrough</i>) and Proposed Changes (<i>additions underlined</i>)	Rationale/Background
Part III GSA Council	
in consultation with the ED, shall meet to discuss the complaint. Depending upon the nature of the complaint, the President and the Deputy Speaker, in consultation with the ED, may initiate a recall vote.	
<u>2.3.3.5 GSA Council discussion of the recall, but not the vote itself, will be held in closed session.</u>	<i>Discussion will be in closed session to respect privacy. Privacy legislation entails that voting be recorded.</i>

The full Bylaw can be seen here: <http://www.gsa.ualberta.ca/en/~media/gsa/GoverningDocuments/GSABylaw.pdf>, beginning on page 6.

Current Bylaw (<i>deletions noted by a strikethrough</i>) and Proposed Changes (<i>additions underlined</i>)	
Part VII Elections	
1 – 5 ...	<i>No change.</i>
6. By-Elections	<i>No change.</i>
6.1...	<i>No change.</i>
6.2 In the event that a Directly-Elected Officer position or Councillor at Large position is not filled by the end of the General Election (ie no candidates run for a position or None of the Candidates is elected), or a Directly-Elected Officer position or Councillor at Large position is vacated any time prior to December 1 (or the next working day), the CRO and GSA Council will follow the GSA Policy on By-Elections (GSA Policy, Elections, Section 11).	<p><i>CALs would no longer be elected during the General Election; they would be elected by GSA Council to accord with their new mandate.</i></p> <p>NOTE: Should this proposal be approved, the abbreviation of DEO will be used to refer to “Directly-Elected Officer.”</p>

The full Bylaw can be seen here: <http://www.gsa.ualberta.ca/en/~media/gsa/GoverningDocuments/GSABylaw.pdf>, beginning on page 13.

Current Policy (<i>deletions noted by a strikethrough</i>) and Proposed Changes (<i>additions underlined</i>)	
Elections, Section 2	
2. Nomination Forms	<i>No change.</i>
2.1 -2.2 ...	<i>No change.</i>
2.3 Councillor at Large (CAL) candidates are not required to include signatures in their nomination forms.	<i>See rationale above.</i>

Current Policy (deletions noted by a strikethrough) and Proposed Changes (<u>additions underlined</u>)	
<p>2.4 <u>2.3</u> Written nominations for DEO or CAL positions shall be submitted to the GSA office to be reviewed and signed by the CRO or DRO in order to verify both completeness and that the nomination form has been submitted on time. The original shall be filed in the GSA office and one copy provided to the candidate. If a nomination form is incomplete or late, the CRO or DRO shall not accept the nomination form. Candidates cannot appeal this decision.</p>	<p><i>In accordance with this proposal, CALs would no longer be elected during the General Election; they would be elected by GSA Council.</i></p>
<p>2.5 <u>2.4</u> Candidates can change the position they wish to run for, but must do so before the close of nominations. If a candidate changes the position they are running for, the candidate will be required to fill out and submit a new nomination form for the new position prior to the nomination deadline and must meet the requirements as set out in Section 2.4 <u>2.3</u>.</p>	<p><i>No change except renumbering.</i></p>
<p>2.6 <u>2.5</u> Once the CRO or DRO verifies nomination forms, the names of candidates who have submitted their nomination forms shall be provisionally listed on the GSA website.</p>	<p><i>No change except renumbering.</i></p>
<p>Elections, Section 8</p>	<p><i>No change.</i></p>
<p>8. Voting</p>	<p><i>No change.</i></p>
<p>8.1- 8.6 ...</p>	<p><i>No change.</i></p>
<p>8.7 Candidate(s) who receive(s) fewer votes than "None of the Candidates" in the General Election cannot run for the same position in any ensuing GSA Council By-Elections (Section 13).</p>	<p><i>In accordance with this proposal, CALs would no longer be elected during the General Election; they would be elected by GSA Council.</i></p>
<p>8.8...</p>	<p><i>No change except to renumber.</i></p>
<p>Elections, Section 11</p>	
<p>11. By-Elections</p>	<p><i>No change.</i></p>
<p>11.1 -11.2 ...</p>	<p><i>No change.</i></p>
<p>11.3 In the event that any CAL positions are not filled by the end of the General Election, or a CAL position is vacated prior to December 1 (or the next working day), GSA Council will be responsible for electing any remaining CALs. When electing any</p>	<p><i>In accordance with this proposal, CALs would no longer be elected during the General Election; they would be elected by GSA Council.</i></p>

NOTE: The proposed changes would not apply to current CALs

<p>Current Policy (deletions noted by a strikethrough) and Proposed Changes (<u>additions underlined</u>)</p>	
<p>remaining CALs, the GSA Council will aim to elect graduate students from as broad a range of disciplines as possible. The GSA NoC will decide on procedures and then provide one or more names to GSA Council for consideration, except that the GSA NoC may not waive advertising. Note that the legislated GSA NoC process allows for Councillors to make additional nominations. If the matter is urgent, GSA Council can hold this election electronically.</p>	

The full Policy can be seen here: <http://www.gsa.ualberta.ca/en/~media/gsa/GoverningDocuments/GSAPolicy.pdf>, beginning on page 14.

<p>Current Standing Orders (deletions noted by a strikethrough) and Proposed Changes (<u>additions underlined</u>)</p>	<p><u>Rationale/Background</u></p>
<p>Standing Orders of GSA Council</p>	
<p>Composition of GSA Council:</p> <p>As set out in Part III, Section 2.1, of GSA Bylaw, GSA Council is comprised of the following:</p> <ul style="list-style-type: none"> • “All Officers [of Council]” <ul style="list-style-type: none"> • “All Directly-Elected Officers as voting members (see GSA Bylaw, Officers)” • “All Council-Elected Officers and Deputies as non-voting members (see GSA Bylaw, Officers)” • “One (1) Councillor graduate student elected from each department, faculty, or extra-departmental unit at the University that offers a graduate program (Departmental Councillors) as voting members” • “Ten <u>Up to five (5)</u> Councillors-at-Large as <u>non</u>-voting members” • “The GSA Directors as non-voting members” 	<p><i>See rationale on p.11.2</i></p>

The full Standing Orders of Council can be found here: <http://www.gsa.ualberta.ca/en/07Governing%20Documents.aspx>.

GSA President
Report to GSA Council for the November 23, 2015 Meeting

To: GSA Council
From: Colin More, GSA President
Date: November 20, 2015

Hello everyone,

Happy oh-goodness-it's-nearly-the-end-of-the-semester! It's been an incredibly busy month for the GSA, and I'm afraid the result is this report being rather longer than usual! I shall break it into four sections, based on the political level of the things being discussed.

National

I spent much of the last month representing graduate students at various national meetings. First was the Canadian Association for Graduate Studies (CAGS) conference in Calgary, which I attended with Harsh. This brought together graduate deans (like U of A's own Heather Zwicker, who generously paid for our travel and conference fees) to discuss items ranging from recent changes in Tri-Council funding procedures to the optimization of professional development opportunities for graduate students. We had the opportunity to share concerns with the leaders of many other GSAs, raise those issues with the deans, and even talk to the presidents of the Tri-Councils. All in all, it was a good three days!

The other major conference was the Conference Board of Canada's now-annual Skills and Post-Secondary Education Summit. The Conference Board is a think tank covering a variety of social, political, and economic questions, with its recommendations regularly finding their way into the political platforms of all three major federal parties. As such, this Summit is one of the best ways (if not the most direct way) to influence national policy.

I attended with Harsh and Sarah, thanks to the generosity of the Provost's office. Sessions spanned a large cross-section of issues facing the post-secondary sector, from accessibility to institutional funding to shifting global and demographic realities. There was a particular emphasis placed on barriers faced by Canada's growing indigenous population. The conference allowed us to more fully understand where graduate students at the University of Alberta fit into the larger national post-secondary context, plus the food was really good!

Provincial

Let's shift focus from the national to the provincial.

Firstly, the Alberta Graduate Provincial Advocacy Council (ab-GPAC, the provincial advocacy group for graduate students, and which I vice-chair) held its first Annual General Meeting in Lethbridge last week. Over the course of two days, the delegation from our GSA (Councillor-at-Large Monty Bal, Alphonse, and myself) discussed a variety of topics with those from the University of Lethbridge, the University of Calgary, and Athabasca University. Of particular note, we met with Lisa Fox (the Ministry of Advanced Education's director of Policy and Engagement) to discuss the upcoming review of the entire post-secondary system (or Adult Learning system, as it is now referred to) and how graduate students may be included in upcoming right-to-strike legislation. Amongst ourselves, we focused on strategic planning for ab-GPAC, outlining a five-year roadmap for how we envision the organization's growth and maturation. Like all strategic planning, the details will (and should!) change each year, but

hopefully we have laid the groundwork for an effective, responsible, and transparent organization.

I mention in the previous paragraph the upcoming right-to-strike legislation. As you may have heard, there was a Supreme Court of Canada decision last January making the right to strike (or be locked out) a fundamental, Constitutionally-mandated component of any bargaining process. According to the *Post-Secondary Learning Act* (the legislation governing how universities in Alberta are run), staff and graduate students currently do not have this right. Implementing it turns out to be rather complex, and at the moment we don't even know what questions to be asking. I shall keep you informed as the process unfolds!

University Administration

Moving to an even more local level, there are three items of note with regard to the GSA's relationship with the university at large. First is the installation of our "new" (he officially started on July 1st!) university president, Dr. David Turpin. It was a wonderful ceremony at the Jubilee Auditorium, and a wonderful dinner afterwards at the Faculty Club! Having worked with Dave since July, I am extremely optimistic about the future direction of our university.

This directly leads to my second item. The President and the Provost are leading an extensive consultation with the entire campus community to craft a new Institutional Strategic Plan. A discussion document, intended only spark conversation (as opposed to shaping or limiting it) is available at <https://uofa.ualberta.ca/strategic-plan>. I encourage you to read it and submit your own thoughts to the process. Such input can be sent to the email address on the website (it is, in fact, read by a real person – I've met her!), entered into the online form, mentioned at one of several town hall meetings, or brought up with Harsh or myself directly. All ideas are welcome!

The third institutional item relates to the restructuring of how Mandatory Non-Instructional Fees (MNIFs) are governed. I have discussed this in previous reports, but the SU and GSA are nearing a deal with the university that will give students much greater transparency and control over the fees. It was originally hoped that this new structure would be ready for approval in December. As usual, the process has been slower than expected, but we still hope to get it done in early winter.

GSA-Specific

Finally, the GSA's internal affairs. I am extremely pleased to announce that construction of a new Prayer and Meditation Space for all students is now confirmed. Hopefully (see mention above of timelines always being longer than expected...) this space will be ready to go for September 2016.

On an unrelated topic, I believe it's important to note here (in addition in being noted in item 7) that the GSA BFC has chosen to invest our assets with ATB Financial. We will be working closely with them in the coming weeks and months to design a responsible investment strategy.

The Sign-Off

Well, I think that's extensive enough for now. As usual, please don't hesitate to ask should you have any questions! Until January,

Colin

Please find below a list of meetings I attended between October 20, 2015 to November 22, 2015. The meetings were accurate at the time of printing.

October 21	General Faculties Council Academic Planning Committee (GFC APC)
October 22	GSA Budget and Finance Committee (GSA BFC)
October 29	GSA Budget and Finance Committee (GSA BFC)
October 30 – November 1	Canadian Association for Graduate Studies (CAGs)
November 2	Prayer and Meditation Space (PaMS)
November 2	GSA Joint Governance/Elections & Referenda Committee (GSA GC\ERC)
November 2	GSA Coffee Break
November 2	Mandatory Non-Instructional Fees (MNIF) Calculation
November 3-5	Conference Board of Canada (CoBC)
November 6	Alberta Graduate Provincial Advocacy Council (ab-GPAC)
November 9	Tuition Budget Advisory Committee - Non-Instructional Fees Budget Advisory Committee (TBAC-MBAC)
November 9	Chancellor Nominating Committee
November 10	Early Call Get-to-Know Dinner
November 12	Meeting with the Dean of FGSR (Heather Zwicker)
November 12	GSA Budget and Finance Committee (GSA BFC)
November 12	Dean of Students (Robin Overall)
November 13	Alumni Relations Survey Results
November 13-15	Alberta Graduate Provincial Advocacy Council (ab-GPAC) AGM
November 16	President's Installation
November 16	President's Installation Dinner
November 17	Vice-Provost and Associate Vice-President (Human Resources) (Jay Spark)
November 17	Dinner with President Emeritus Dr. Horowitz
November 18	Convocation Platform Party
November 18	General Faculties Council Academic Planning Committee (GFC APC)
November 19	AB Government Roundtable re Labour Amendments to the PSLA
November 23	General Faculties Council (GFC)
November 23	Board of Governors/General Faculties Council (GFC) Institutional Strategic Planning Retreat
November 23	Board of Governors Dinner

**GSA Board
Report to GSA Council for the November 23, 2015 Meeting**

To: GSA Council
 From: Ellen Schoeck, Executive Director and Coordinator of the GSA Board; Heather Hogg, Director of Operations; and Courtney Thomas, Director of Services and Governance
 Date: 20 November, 2015

The GSA Board reports regularly to GSA Council by listing its agenda items, motions/agreements, and main items of discussion. Motions of Agenda approval and approval of the Minutes are not included unless there were amendments made. Closed session items are not minuted. Open session Minutes are available upon request. The President, Vice-Presidents, Director of Operations, Director of Services and Governance, Financial Manager, and I will be happy to answer any questions or provide more information at the GSA Council meeting. Also see the weekly Management Reports in Item 22 (Executive Director's Report to Council) on pages 22.2 - 22.4.

21 October 2015 GSA Board Meeting

Main Agenda Items:

Councillor-at-Large Positions – Changes to the Composition of GSA Council: Proposed Changes to GSA Bylaw (Parts III and VII) AND GSA Policy (Elections, Sections 2, 8, and 11) AND the Standing Orders of GSA Council and Green Space Certification for Events.

Motions and Agreements:

The GSA Board was asked to review and discuss the attached proposed changes to GSA Bylaw (Parts III and VII), GSA Policy (Elections, Sections 2, 8, and 11), and the Standing Orders of GSA Council, as shown in the attached double column document. **This proposal was recommended to GSA Council by the GSA Elections and Referenda Committee on October 16, 2015 and recommended to GSA Council by the GSA Governance Committee on October 20, 2015.**

Members **AGREED** to pursue Green Spaces Certifications.

Members **AGREED** to reduce the number of printed GSAB packages from eight to five.

28 October 2015 GSA Board Meeting

Main Agenda Items:

GSA Website Revisions; International Week: Request for an External Grant; Late Night Against Procrastination (LNAP): Additional Funding Request.

Motions and Agreements:

GSA Board members **AGREED** to add to an infographic with respect to the location of PAW to the GSA website.

MOTION: That the GSA Board **APPROVE** the proposed revisions to the GSA website as previewed for GSA Board members on September 9, 2015 and with earlier agreed to revisions now reflected in the links below. CM **MOVED**. HT Seconded. **CARRIED**.

MOTION: That the GSA Board **APPROVE** an external grant in the amount of \$750.00 for International Week 2016, as requested in the attached letter from Nancy J. Hannemann. CM **MOVED**. SF Seconded. **CARRIED**.

The GSAB Board **AGREED** not to provide additional funds in the amount of \$435.00 to cover the full cost of coffee at the Late Night Against Procrastination (LNAP).

12 November 2015 GSA Board Meeting

Main Agenda Items:

GSA 2015-2016 Budget and Expenditure (Quarterly) Report; Councillor-at-Large Positions – Changes to the Composition of GSA Council: Proposed Changes to GSA Bylaw (Parts III and VII) AND GSA Policy (Elections, Sections 2, 8, and 11) AND the Standing Orders of GSA Council; University of Alberta Institutional Strategic Plan Discussion Paper.

Motions and Agreements:

None at this time

18 November 2015 GSA Board Meeting

Main Agenda Items:

Students' Union Proposal to Incorporate Gender-Neutral Pronouns in University of Alberta Official Documents; Mandatory Non-Instructional Fee: Proposal; University of Alberta Next Institutional Strategic Plan.

Motions and Agreements:

Members **AGREED** that HT would mention the “SU Proposal to Incorporate Gender-Neutral Pronouns in University of Alberta Official Documents” during his report to GSA Council in November and that this item would appear on a future GSA Board meeting agenda. The associated Motion was also deferred.

GSA Budget and Finance Committee (GSA BFC)
Report to GSA Council for the November 23, 2015 Meeting

To: GSA Council
From: Colin More
Date: November 20, 2015

Dear Council Colleagues,

The GSA BFC met on October 22, October 29, and November 12, 2015 to discuss the GSA's investment strategy and investment management. We also interviewed two investment management companies as part of these discussions. Additional information on this matter can be found in my cover letter to you regarding the most recent quarterly financial statements.

At the October 29, 2015 meeting, GSA BFC reviewed the most recent quarterly financial statements which are now before you. With respect to the quarterly financial report (and as noted on the attached outline of issue), they have been created to build year-over-year tracking and monitoring into the GSA's financial systems, and allow greater control over budget. **In addition to yearly comparisons, regular quarterly reporting allows for better forward planning and illustrates the GSA yearly financial cycle. The GSA Accountant and GSA Financial Manager agree that the GSA's budget is on track and there are no issues of concern. The GSA is in excellent health!** More information is included in the cover letter attached to that item.

Sincerely,
Colin More, GSA President and Chair, GSA Budget and Finance Committee

**GSA Governance Committee (GSA GC)
Report to GSA Council for the November 23, 2015 Meeting**

To: GSA Council
From: Colin More
Date: November 20, 2015

Dear Council Colleagues,

As is also reported by Leigh, Chair of the GSA Elections and Referenda Committee (GSA ERC), the GSA GC met jointly with the GSA ERC on November 2 to discuss feedback provided by the GSA Board with respect to the proposal concerning the roles of Councillors-at-Large and the composition of GSA Council which is currently before members. Following this meeting, both committees voted, via email, to recommend the proposal to GSA Council. Additional information can be found in the cover letter attached to this item.

I am happy to answer any questions.

Sincerely,
Colin More, GSA President and Chair, GSA Governance Committee

**GSA Nominating Committee (GSA NoC)
Report to GSA Council for the November 23, 2015 Meeting**

To: GSA Council
From: Michele DuVal
Date: November 20, 2015

Dear Council Colleagues,

The report from the GSA Nominating Committee (GSA NoC) is a summary of discussions/decisions the GSA NoC has made since its last report, together with a list of all vacancies filled.

The Bylaw governing the GSA NoC is located in Part V (Standing Committees). Policy governing the GSA NoC is found in the sections titled "Nominating" and "Standing Committees." As provided for in its terms of reference, the GSA Nominating Committee (GSA NoC) has been conducting business via e-mail.

Sincerely,

Michele DuVal, Administrative Chair, GSA Nominating Committee

GSA Standing Committees

1) GSA Appeals and Complaints Board Chair and Vice-Chair

The members of the GSA Appeals and Complaints Board were elected at the October 19, 2015 GSA Council meeting. The results of the election were circulated to GSA Council via email on October 23, 2015. At the October GSA Council meeting the election of the GSA ACB Chair and Vice-Chair was deferred to the November GSA Council meeting. GSA Policy, GSA Appeals and Complaints Board, Section 3.3, states that "GSA Council will elect one (1) member of the GSA ACB as Chair and one (1) member of the GSA ACB as Vice-Chair on the recommendation of the GSA Nominating Committee (GSA NoC), for a term of office, also recommended by the GSA NoC, not to exceed two (2) years. Members may stand for re-election as Chair or Vice-Chair." As per this policy, the GSA NoC recommends Christopher Chen for Chair for a term of two (2) years and Justin Leifso for Vice-Chair for term a term of one (1) year. **See Item 8.**

2) GSA Elections and Referenda Committee (4 graduate student positions)

Due to the resignation of four (4) of its members (two (2) of whom are now on the GSA ACB), there are currently four (4) vacancies on the GSA Elections and Referenda Committee. The GSA NoC advertised these positions in the October 28, 2015, GSA Newsletter. The deadline to receive nominations was Friday, November 6, 2015 at 12:00 PM. Two (2) nominations were received by the deadline. Two (2) additional candidates were recruited by the GSA NoC. All four (4) nominations were forwarded to GSA Council, along with a call for additional nominations. The deadline for additional nominations was Thursday, November 19, 2015 at 12:00 PM (noon). No additional nominations were received, hence the nominees are declared elected: **1. Jennifer Bertrand (Physical Education and Recreation); Kurtis Broda (Mechanical Engineering); Maison Elchames (Dentistry); Carolyn Gibson (Renewable Resources).** **See Item 8a.**

3) GSA Awards Selection Committee (ASC) (1 graduate student position)

Following the resignation of one (1) of the GSA Awards Selection Committee (GSA ASC) members, there is currently one (1) vacancy on the GSA ASC. This vacancy was advertised in the November 6, 2015, GSA Newsletter. The deadline to receive nominations was November 13, 2015, at 12:00 PM (Noon). The GSA NoC received two (2) nominations. On November 18, 2015, the GSA NoC forwarded these two (2) nominations to GSA Council with a call

TWO PAGES

for additional nominations. Additional nominations were accepted until Friday, November 20, 2015 at 12:00 PM (Noon). One (1) additional nomination was received. **See Item 8b for the list of nominees.**

Bodies External to the GSA

1) Festival of Teaching Steering Committee (1 position)

The GSA NoC advertised this vacancy in the October 16, 2015, GSA Newsletter with a deadline of October 23, 2015 at 12:00 PM (Noon). One (1) nomination was received. The GSA NoC elected **Sarang Gumfekar (Chemical Engineering)** to serve on the Festival of Teaching Steering Committee.

2) Accessibility Advisory Committee (1 position)

The GSA NoC advertised this vacancy in the October 30, 2015, GSA Newsletter with a deadline of November 6, 2015 at 12:00 PM (Noon). Two (2) nominations were received. The GSA NoC elected **Haley Morrison (Elementary Education)** to serve on the Accessibility Advisory Committee.

**GSA Vice-President Academic
Report to GSA Council for the November 23, 2015 Meeting**

To: GSA Council
From: Harsh Thaker, GSA VP Academic
Date: November 20, 2015

Dear Council Colleagues,

As of today there are only 39 days until 2016, now there's a scary thought. Hopefully each of you had a chance to enjoy the new fall term reading week earlier this month. The past few weeks have been quite the adventure for me with several multi-day conferences and spending several days doing science outreach in Northern BC. I'd like to highlight a few of the meetings I attended over the past month.

Canadian Association for Graduate Studies

Although the theme of this year's conference was Re-Thinking the PhD 2, a lot of the discussions applied to graduate students in all kinds of programs. A large portion of the discussion centred around what skills/competencies a graduate education should be providing. One company hires PhDs due to their ability to execute and deliver high quality projects on time and simultaneously recognize areas for innovation. Another key topic of discussion centred on health and wellness supports for graduate students that targets the graduate tendency to experience social isolation, imposter syndrome (feeling the need to always be better because you don't belong) and lower levels of social connection compared to undergraduate colleagues. Queen's and Western University both had some excellent initiatives that aimed to positively impact the graduate student experience and help them to thrive and flourish. If anyone wants specific details on these programs, I would be happy to elaborate on them after the meeting.

GFC Executive Committee

Craig Whitton presented an annual report from Residence Services on discipline statistics. The number of incidents was relatively low for residences that house the majority of graduate students (Michener Park, Grad Residence, and Newton Place). Dr. Swann is leading a mental health task force at the provincial level and a report highlighting their findings will be released in a few months. To provide a welcoming place for all people and services for Indigenous students, Dr. Turpin announced the intention to construct the Maskwa House of Learning. GFC will be voting on changes to the Terms of Reference for the Academic Planning Committee (GFC APC) and the Academic Standards Committee (GSA ASC) to simplify the routing process for approval of certificates, which have increased in popularity over the last few years.

Gender Neutral Terminology (Students' Union Proposal)

The Students' Union is proposing a change to University of Alberta documents where gendered pronouns (e.g., "he, she, him, her") are replaced by gender-neutral terms (e.g., "individual, student, they, their") in any place where the documents are referring to students, staff, or members of the campus community. This proposal asks the Board of Governors to mandate an enforcement of existing policy and does not represent a change to the current University of Alberta Discrimination, Harassment

and Duty to Accommodate Policy. I'd like to take this opportunity to discuss the proposal with Council and take back any comments/concerns you may have prior to formally supporting this proposal.

As always, I am happy to answer any questions you may have regarding these items or about any of the other meetings I attended this past month. Up next: a long December, and there's reason to believe maybe this year will be better than the last.

Thanks,

Harsh Thaker, GSA Vice-President Academic

Please find below a list of meetings I attended between October 20, 2015 to November 22, 2015. The meetings were accurate at the time of printing. I was away on Research Leave from November 9, 2015 to November 13, 2015.

October 20	FGSR Caucus
October 21	FGSR Council
October 22	GSA Budget and Finance Committee (BFC)
October 22	Council on Student Affairs (COSA)
October 29	Undergraduate Research Initiative (URI)
October 30 – November 1	Canadian Association for Graduate Studies (CAGs)
November 2	Campus Forum
November 2	General Faculties Council (GFC) Executive
November 3-5	Conference Board of Canada (CoBC)
November 3	Office of the Registrar Student Advisory Committee (ORSAC)
November 17	Board Safety, Health and Environment Committee (BSHEC)
November 17	Dinner with President Emeritus Dr. Horowitz
November 19	General Faculties Council Academic Standards Committee (GFC ASC)
November 19	GSA General Faculties Council (GFC) Caucus
November 23	Board of Governors/General Faculties Council (GFC) Institutional Strategic Planning Retreat

**GSA Vice-President External
Report to GSA Council for the November 23, 2015 Meeting**

To: GSA Council
From: Alphonse Ndem Ahola, GSA VP External
Date: November 20, 2015

Dear Council Colleagues,

The Alberta Graduate Advocacy Council continues discussions with the Ministry of Advanced Education around issues affecting international and domestic students. With other directors at ab-GPAC, we are working on a document to be submitted to the Minister about the International Differential Fee. To create fairness and consistency in the treatment of domestic and international graduate students, we propose that the International Differential Fee be linked to CPI, and that the Government of Alberta bring the process of changing the international differential fee within the framework of the *Post-Secondary Learning Act*. We believe this will help provide much needed stability in the lives of international students. I will keep you informed of the outcome of this document. We are also participating to the adult learning review initiated by the Ministry of Advanced Education around what we like about our post-secondary experience that we want to see more of in the future and challenges we see now that need to be addressed and potential guiding principles for an accessible, affordable and high quality adult learning system. We discussed this last week in Lethbridge with ministry staff. This fall, the GSA hosted several Coffee Breaks in Triffo Hall and the PAW Graduate Student Lounge, this is an opportunity to meet and share coffee with grad student from various departments. As you are probably aware, President David H. Turpin was installed as the 13th President and Vice-Chancellor of the University of Alberta on November 16. Along with Colin and Sarah, I was there to represent all graduate students.

Looking forward to meet you at the next council.

Alphonse Ndem Ahola, GSA Vice-President External

GSA VP External's Meetings Attended (Alphonse):

Please find below a list of meetings I attended between October 20 and November 22, 2015.

October 20	Residence Budget Advisory Committee (RBAC)
October 21	Media Training Session
October 23	Executive Director, Student Programs and Services (Doug Weir)
October 23	UAI Relations and Recruitment
October 23	Residence Budget Advisory Committee (RBAC)
October 28	Residence Advisory Committee (RAC)
October 30	Alberta Government Citizenship Awards (AGCA) Adjudication

15.1

November 2	Prayer and Meditation Space (PaMS)
November 2	GSA Coffee Break
November 6	Alberta Graduate Provincial Advocacy Council (ab-GPAC)
November 9	Alberta Government Citizenship Awards (AGCA) Adjudication
November 9	GSA Awards Selection Committee (GSA ASC)
November 19	Early Call Get-to-Know Dinner
November 13	Alumni Relations Survey Results
November 13-15	Alberta Graduate Provincial Advocacy Council (ab-GPAC) AGM
November 16	President's Installation
November 17	Graduate Residence Council
November 18	Dinner with the President Emeritus Dr. Myer Horowitz
November 18	Breakfast with Honorary Degree winners
November 18	Convocation
November 19	CKUA Radio Tour
November 21	Alumni Council Tour

**GSA Awards Selection Committee (GSA ASC)
Report to GSA Council for the November 23, 2015 GSA Meeting**

To: GSA Council
From: Alphonse Ndem Ahola
Date: November 20, 2015

Dear Council Colleagues,

Since the deadline of October 15, 2015 for applications to the 2015 Alberta Graduate Citizenship Award (AGCA), the members of the GSA Awards Selection Committee (GSA ASC) have spent many hours reviewing and adjudicating the 123 applications received for the AGCA this year. Last year we received 78 applications for this award, which the GSA ASC adjudicates on behalf of the province.

The committee also met on November 9 to discuss the adjudication process. The results of the competition will be presented to GSA Council for information in December.

Furthermore in August, GSA ASC members, as per GSA Policy, were consulted on proposed changes to GSA Awards Policy, which are before GSA Council for consideration on Monday (see Item 10).

I would be happy to answer any questions you have about the GSA ASC on Monday.

Sincerely,

Alphonse Ndem Ahola, GSA Vice-President External, and Chair of the GSA Awards Selection Committee

**GSA Vice-President Labour
Report to GSA Council for the November 23, 2015 Meeting**

To: GSA Council
From: Sarah Ficko, GSA VP Labour
Date: November 20, 2015

Hi Everyone!

I hope you all had a bit of time to relax over our first fall reading week. I enjoyed the fact it was easier to get coffee with fewer undergrads around!

As seems usual now, my month has had a diverse set of meetings and events (see below). Some of the most notable ones include attending a Conference Board of Canada meeting in early November which focused on the future of education and skills development for post-secondary students, meeting grad students at Coffee Breaks and Early Call events, celebrating the official installation of our President Dr. Turpin, and meeting Honorary Degree winners and President Emeritus Dr. Myer Horowitz last week. For those able to attend the Installation or stream it online, I hope you enjoyed the student welcome video highlighting the experiences of a few of our grad students on campus!

Since my last update, I have submitted the GSA's Opening Position for Collective Bargaining to the Provost's office. Colin and I will be presenting to the Board Human Resources and Compensation Committee (BHRCC) on November 24, which is the Board of Governor standing committee that will set the actual budget for this year's negotiations. Wish us luck! To continue highlighting the ongoing issue of compliance with the Collective Agreement as we head into negotiations, I'm repeating this section which was in my last Council report. We are still trying to collect a variety of examples of letters of offers, contracts and assistantship offer letters that have been received by graduate students over the last few years. If you currently have, have held or know someone who has an assistantship, we would appreciate receiving a copy of any letters. Feel free to remove your name and supervisor's name if applicable before sending me a copy or dropping it off at the GSA office (it just needs to indicate department or send me that information). In addition, if your departmental GSA would like a presentation on the Collective Agreement and assistantships, please let me know so we can arrange a time.

This month I will also highlight several of the committees I sit on which focus on mental health and wellness on campus and across the country. One in five Canadians will experience a mental illness during their lifetime, and young adults are one of the most at risk groups. It's also becoming more accepted that 'mental illness' is not the same as 'mental health', with many people languishing rather than flourishing on campus and in the work world who do not have a mental illness. As this is a stressful time of year, if you see someone struggling, please reach out to them so they know they aren't alone. The fastest way to build a community is to create connections. Now, the first committee I'll highlight is the UofA ACCESS (Adolescent/young adult Connections to Community-driven, Early, Strengths-based and Stigma-free Services) steering committee (now ACCESS Open Minds) which has recently formed four working groups to move the project forward. As some of you may recall, this project is a cross Canada, \$25 million CIHR research project with the goals of improving early identification, rapid access, continuous care and resilience building in youth. The U of A is one of 12 sites (and the only university) selected across Canada and this project is currently focusing on incoming first year students with the long term objective of being accessible to all students. I'm sitting on the working group developing a

self-assessment tool to help students transition to the U of A. If anyone is interested in a Research Assistantship in this area, please see the GSA newsletter! The second committee I'll highlight is the Bell Let's Talk Day committee. Last year this event was very popular on social media across the country, and the U of A had a few outreach activities in SUB and around campus. This year, the Bell Let's Talk Committee has so far settled on a goal of breaking the stigma around mental illness. I'll be providing more details as the day approaches on how everyone can participate! Finally, I will be attending the Alberta Post-Secondary Mental Health and Addiction Community of Practice Workshop in Calgary on November 26, where attendees will aim to develop a framework for this new province wide initiative.

As usual, please feel free to contact us with any new or ongoing issues related to your RA/TAship, so we can help you sort it out.

Happy early wintering,

Sarah Ficko, GSA Vice-President Labour

GSA VP Labour's Meetings Attended (Sarah):

Please find below a list of meetings I attended between October 20 and November 22, 2015. The meetings were accurate at the time of printing.

October 20	Public Interest Disclosure Act (PIDA) Information Session
October 20	Meeting re TA contracts
October 21	Adolescent/young Adult Connections to Community-driven, Early, Strengths-based and Stigma-free Services (ACCESS) Steering Committee
October 21	Media Training Session
October 21	GSA Budget and Finance Committee (GSA BFC)
October 27	Meeting with an Associate Dean
October 28	Bell Let's Talk Day Planning Committee
October 29	GSA Budget and Finance Committee (GSA BFC)
October 30	Interviews for an Internship Advisor
November 2	Prayer and Meditation Space (PaMS)
November 2	GSA Joint Governance/Elections & Referenda Committee (GSA GC\GSA ERC)
November 2	GSA Graduate Coffee Break
November 2	Meeting with a Student
November 3-5	Conference Board of Canada (CoBC)
November 10	Meeting with students about spring/summer payment plan
November 10	Early Call Get-to-Know Dinner
November 12	Meeting with the Dean of FGSR (Heather Zwicker)
November 12	GSA Budget and Finance Committee (GSA BFC)
November 13	Alumni Relations Survey Results
November 13	GSA Graduate Coffee Break

November 16	President's Installation
November 16	President's Installation Dinner
November 17	Honorary Degree Winners Reception
November 17	Dinner with President Emeritus Dr. Horowitz
November 18	Breakfast with an Honorary Degree Winner
November 18	Mental Health – Resilient Workplaces
November 20	Bell Let's Talk Day Planning Committee Meeting

**GSA Vice-President Student Services
Report to GSA Council for the November 23, 2015 Meeting**

To: GSA Council
From: Aliraza Talaei, GSA VP Student Services
Date: November 20, 2015

Dear Council Colleagues,

Hope all is good and you are all doing well. The past few weeks has been quite exciting from the University administration and governance perspective. The official installation of President Turpin occurred on Monday and I believe for the first time there were 3 presidents on campus simultaneously (at least for the time I have been here ;)): President Turpin (13th) President Samarasekera (12th) and President Horowitz (9th). We also had Fall Convocation happening this week which was the first one with the new President and acting Acting Chair of Board of Governors. It was exciting to see the new line of people in the convocation venue.

I start my report with the Unwind Your Mind Coffee Breaks which is becoming more and more popular as the semester passes by and grad students are becoming aware of this great relaxation venue. I attended 3 Coffee Breaks since the last GSA Council meeting and I am quite happy seeing that graduate students are enjoying it. During the Coffee Breaks, I and other DEOs get the chance to talk directly to the graduate students and become aware of their concerns and needs. I found the Coffee Breaks not only a relaxation venue but a very effective way of communication between graduate students and the GSA DEOs.

Together with other stakeholders at the University, we have started to develop our negotiation strategy so that we could present a strong voice when advocating for graduate students for the new UPass agreement between the University and the City of Edmonton. The actual negotiations would start next year but, we together with the SU and other stakeholders, are thinking ahead about this.

Other exiting news in the past few days was that the Early Call has started happening. I look forward to discuss and share ideas/expectations with those of you considering running for the office next year.

Last but not least, I have met with several students discussing different a services provided and negotiated for by GSA and possible future services. Chief among them is a direct bus from the university to Michener Park where a considerable number of grad students and their families are living. The progress is promising and we continue negotiating for that through different channels. .

Sincerely,
Ali Talaei, Vice-President Student Services

Please find below a list of meetings I attended between Aug 22, 2015 and Sep 17, 2015:

October 22	GSA BFC
October 23	GSA Coffee Break
October 28	Edmonton Transit Strategy Workshop
November 2	Dean of Students Selection Committee

November 3	Protective Services Advisory Committee
November 10	Pre-meet Campus Food Bank
November 10	Get to know dinner
November 13	GSA Coffee Break
November 17	Subsidy meeting
November 17	Convocation
November 17	Dinner with Myer Horwitz
November 19	UPass Admin Meeting
November 19	Coffee Break
November 20	Campus Food Bank

**GSA Elections and Referenda Committee (GSA ERC)
Report to GSA Council for the November 23, 2015 Meeting**

To: GSA Council
From: Leigh Spanner
Date: November 20, 2015

Dear Council Colleagues,

The GSA Elections and Referenda Committee (GSA ERC) met jointly with the GSA Governance Committee (GSA GC) on November 2 to discuss feedback provided by the GSA Board with respect to the proposal concerning the roles of Councillors-at-Large and the composition of GSA Council which is currently before members. Following this meeting, GSA ERC voted unanimously, via email, to recommend the proposal to GSA Council. Additional information can be found in the cover letter attached to this item. Colin, as GSA GC Chair, also reports on this matter in the GSA GC report to GSA Council.

In the upcoming weeks, the GSA ERC will meet to discuss the 2016 GSA General Election.

Sincerely,
Leigh Spanner, Chair of the GSA Elections and Referenda Committee

**GSA Executive Director
Report to GSA Council for November 20, 2015 Meeting**

To: GSA Council
From: Ellen Schoeck, GSA Executive Director
Date: November 20, 2015

Dear Council Colleagues,

Early Call for Talent and Training is going well. We've had 11 students respond and had a lively get-to-know dinner. The grad students had lots of questions for all of us involved in the GSA. Excellent!

In this report, the one thing I would like to concentrate on is a question to departmental councillors, and it is this:

DO YOU HAVE ACCESS TO AN EMAIL LIST OF GRADUATE STUDENTS IN YOUR DEPARTMENT SO THAT YOU CAN COMMUNICATE WITH THEM ABOUT WHAT COUNCIL IS DOING?

We have asked this question before. For those departments where they did NOT have access, we linked them with similar departments that DO have access so that their administrators can talk with each other about why such access is important.

I'll pose this question to you all orally on November 23.

As always, the detailed management reports to the Board are enclosed.

Best,

Ellen Schoeck, GSA Executive Director

Management Report to the GSA Board, October 21, 2015

Dear All,

The following issues have dominated management's attention in the week since the last GSA Board meeting on October 14, 2015:

Strategic

- **Main Issues Dealt With in the Past Week:** GSA ERC and GSA GC meetings (and an email vote), GSA Council, survey about GSA services, staff training and transition, GSA ACB vacancies, upcoming GSA BFC meetings, quarterly financial statements, GSA investment management discussions, review of IT, accepting applications and preparing for adjudication of the Alberta Graduate Citizenship Award (123 applications submitted, compared to 78 submitted in 2014), planning a meeting with UAI to discuss employment assistance/options for international graduate students, request for feedback from the government.
- **Bylaw and Policy Review – Editorial:** A review of all Bylaws and Policies for inconsistencies and errors, integration of the two, and creating a “definitions” section; and **Substantive:** thinking regarding a review of the Board Policy Manual. A targeted focus on some specific bylaws and policies is ongoing.
- **Graduate Student Groups:** Creation of an alcohol liability waiver (upcoming discussion with the new manager, Office of Insurance and Risk Assessment) and several other matters on the backburner.

Grants and Operations

- **Social Media:** Facebook = 706 likes (up 4 from October 14). Our Facebook posts reached 261 users this week, up 57 from October 14. Twitter = 470 followers (up 2 from October 14).
- **GSA Coffee Breaks.**
- **Forward thinking on the winter term GSA PD event** (sponsored by the Alumni Association), **GSA Winter Orientation**, and **GSA Awards Night**.
- **Grants processing** (period runs October 1 to December 31, period is 20% completed).

	Total Amount Available This Period	Total Amount Remaining This Period	Number of New Applications Since Last GSAB	Total Number of Applications This Period
PDA	\$79,621.88	\$58,864.88	9	44 (11 pending processing)
CCG	\$46,976.91	\$4,976.91 CLOSED	0	25 (3 pending processing)
ASGA	\$3,562.50	\$2,562.50	0	1 (1 pending processing)
EB	\$149,362.80 *(no periods)	\$76,678.37 *(no periods)	0	22 (0 pending processing)

Week in Review – Office Operations:

- Supporting the work of the GSA NoC (**assisting the GSA NoC with filling vacancies** on the GSA ACB and filling vacancies on the Dean of Engineering Selection Committee and the Festival of Teaching Steering Committee) and assisting with the election of a CAL.
- Supporting a joint meeting of **GSA ERC/GSA GC**.
- **Grants processing** and AGCA applications.
- Assistance **with GSA Council**.

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Management Report to the GSA Board, October 28, 2015

Dear All,

The following issues have dominated management's attention in the week since the last GSA Board meeting on October 21, 2015:

Strategic

- **Main Issues Dealt With in the Past Week:** Early Call, upcoming GSA ERC, GSA GC, and GSA BFC meetings, GSA Council follow up, survey about GSA services, staff training and transition, GSA ACB training, GSA BFC meeting, quarterly financial statements, GSA investment strategy, review of IT, adjudication of the Alberta Graduate Citizenship Award, meeting with UAI to discuss employment assistance/options for international graduate students, GSA presentation to BHRCC, Green Spaces certification for GSA events, FGSR Caucus.
- **Bylaw and Policy Review – Editorial:** A review of all Bylaws and Policies for inconsistencies and errors, integration of the two, and creating a “definitions” section; and **Substantive:** thinking regarding a review of the Board Policy Manual. A targeted focus on some specific bylaws and policies is ongoing.
- **Graduate Student Groups:** Creation of an alcohol liability waiver (upcoming discussion with the new manager, Office of Insurance and Risk Assessment) and several other matters on the backburner – met recently with new staff in Student Group Services to maintain relationships.

Grants and Operations

- **Social Media:** Facebook = 712 likes (up 6 from October 21). Our Facebook posts reached 220 users this week, down 41 from October 21, and our “post engagement” count was 27. Twitter = 474 followers (up 4 from October 21).
- **GSA Coffee Breaks.**
- **Sitecore training.**
- **Forward thinking on the winter term GSA PD event** (sponsored by the Alumni Association), **GSA Winter Orientation,** and **GSA Awards Night.**
- **Grants processing** (period runs October 1 to December 31, period is 28% completed).

	Total Amount Available This Period	Total Amount Remaining This Period	Number of New Applications Since Last GSAB	Total Number of Applications This Period
PDA	\$79,684.38	\$49,785.88	20	64 (21 pending processing)
CCG	\$47,039.41	\$4,976.91 CLOSED	0	25 (3 pending processing)
ASGA	\$3,562.50	\$2,562.50	0	1 (0 pending processing)
EB	\$147,351.87 *(no periods)	\$74,265.37 *(no periods)	1	23 (0 pending processing)

Week in Review – Office Operations:

- Supporting the work of the GSA NoC (**assisting the GSA NoC with filling vacancies on** the Accessibility Advisory Committee and the Festival of Teaching Steering Committee) and support for Early Call.
- **Grants processing** and AGCA applications.
- Support for the GSA ERC and GSA GC.
-

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Management Report to the GSA Board, November 12, 2015

Dear All,

The following issues have dominated management's attention in the week since the last GSA Board meeting on October 28, 2015:

Strategic

- **Main Issues Dealt With in the Past Week:** Early Call and Early Dinner Get-To-Know Dinner, survey about GSA negotiated services, GSA ERC/GSA GC meeting, GSA BFC meeting, meeting with FSJ grad coordinator, GSA investment strategies and investment management, GSA Council preparations, Green Spaces certification for the GSA office and GSA Coffee Breaks (this year the office received a Gold Certification!!!), GSA ACB training, review of IT, adjudication of the Alberta Graduate Citizenship Award (112 applications in 2011, 158 in 2012, 118 in 2013, 78 in 2014, and 123 in 2015; 4 awards available for international graduate students as of 2012), GSA presentation to BHRCC; election of a Councillor for FSJ.
- **Bylaw and Policy Review – Editorial:** A review of all Bylaws and Policies for inconsistencies and errors, integration of the two (in development), and creating a “definitions” section; and **Substantive:** thinking regarding a review of the Board Policy Manual. A targeted focus on some specific bylaws and policies is ongoing.
- **Graduate Student Groups:** Creation of an alcohol liability waiver (upcoming discussion with the new manager, Office of Insurance and Risk Assessment) and several other matters on the backburner – met recently with new staff in Student Group Services to maintain relationships and enquire about upcoming reviews of the related policies in UAPPOL.

Grants and Operations

- **Social Media:** Facebook = 715 likes (up 3 from October 28). Our Facebook posts reached 365 users this week, up 145 from October 28, and our “post engagement” count was 27. Twitter = 494 followers (up 20 from October 28).
- **GSA Coffee Breaks.**
- **Forward thinking on the winter term GSA PD event** (sponsored by the Alumni Association), **GSA Winter Orientation**, and **GSA Awards Night**.
- **Grants processing** (period runs October 1 to December 31, period is 28% completed).

	Total Amount Available This Period	Total Amount Remaining This Period	Number of New Applications Since Last GSAB	Total Number of Applications This Period
PDA	\$79,684.38	\$44,128.13	14	78 (16 pending processing)
CCG	\$47,039.41	\$4,976.91 CLOSED	0	25 (0 pending processing)
ASGA	\$3,562.50	\$2,562.50	0	1 (0 pending processing)
EB	\$147,351.87 *(no periods)	\$69,555.37 *(no periods)	1	24 (0 pending processing)

Week in Review – Office Operations:

- Supporting the work of the GSA NoC (**assisting the GSA NoC with filling vacancies on** the Accessibility Advisory Committee, the GSA Elections and Referenda Committee, and the GSA Awards Selection Committee) and support for Early Call.
- **Grants processing** and assistance with the support of AGCA adjudication.
- Support for the GSA ERC and GSA GC.

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Management Report to the GSA Board, November 18, 2015

Dear All,

The following issues have dominated management's attention in the week since the last GSA Board meeting on November 12, 2015:

Strategic

- **Main Issues Dealt With in the Past Week:** Early Call, U-Pass subsidy, survey about GSA negotiated services, GSA BFC meeting, GSA investment strategies and investment management, GSA Council preparations, GSA Council Handbook draft, GSA ACB training, review of IT, website move to sitecore 3, GSA presentation to BHRCC, election of a Councillor for FSJ.
- **Bylaw and Policy Review – Editorial:** A review of all Bylaws and Policies for inconsistencies and errors, integration of the two (in development), and creating a “definitions” section; and **Substantive:** thinking regarding a review of the Board Policy Manual. A targeted focus on some specific bylaws and policies is ongoing.
- **Graduate Student Groups:** Creation of an alcohol liability waiver (upcoming discussion with the new manager, Office of Insurance and Risk Assessment) and several other matters on the backburner – met recently with new staff in Student Group Services and will meet with Student Affairs Officer to maintain relationships and enquire about upcoming reviews of the related policies in UAPPOL.

Grants and Operations

- **Social Media:** Facebook = 717 likes (up 2 from November 10). Our Facebook posts reached 426 users this week, up 61 from November 10, and our “post engagement” count was 32. Twitter = 495 followers (up 1 from November 10).
- **GSA Coffee Breaks.**
- **Forward thinking on the winter term GSA PD event** (sponsored by the Alumni Association), **GSA Winter Orientation**, and **GSA Awards Night**.
- **Grants processing** (period runs October 1 to December 31, period is 28% completed).

	Total Amount Available This Period	Total Amount Remaining This Period	Number of New Applications Since Last GSAB	Total Number of Applications This Period
PDA	\$79,684.38	\$38,264.54	13	91 (14 pending processing)
CCG	\$47,039.41	\$4,976.91 CLOSED	0	25 (0 pending processing)
ASGA	\$3,562.50	\$2,562.50	0	1 (0 pending processing)
EB	\$147,351.87 *(no periods)	\$63,200.37 *(no periods)	1	26 (0 pending processing)

Week in Review – Office Operations:

- Supporting the work of the GSA NoC (**assisting the GSA NoC with filling vacancies on the Arts Academic Affairs Committee, the GSA Elections and Referenda Committee, and the GSA Awards Selection Committee**) and support for Early Call.
- Assistance with GSA Council preparations
- **Assistance with event planning**
- **Grants processing.**

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