

GSA Council Meeting AGENDA
Monday, February 11, 2013, 6 pm, **Telus 1-34**

A light, vegetarian DINNER will be served at 5:15 pm

OPEN SESSION

1. Approval of the 11 February 2013 Agenda
2. Approval of the Minutes from the 14 January 2013 GSA Council meeting
Attachments:
 - Minutes from the 14 January 2013 GSA Council meeting
3. Changes in Council Membership
 - i. Introduction of new Councillors (*If you are new to Council, please let us know it is your first meeting*)
 - ii. Farewell to Departing Councillors (*If this is your last Council meeting, or if your last Council meeting is approaching, please let us know*)

Presentations and Councillor Announcements

4. APIRG (Alberta Public Interest Research Group)
Ashlyn Bernier (President) will introduce the speakers and present the item.
Guests: Nikki Shaffeeullah (Board of Directors, APIRG) and Eric Grehen (Board of Directors, APIRG). The presentation will begin after roll call.
5. Councillor Announcements

Action Items, Elections, Appointments, and Special Business

There will be a short closed session period in relation to item 6

6. Annual Operating and Capital Budgets **AND** Five-Year Budget/Business Plan
Ashlyn Bernier (President) will present the items.
Attachments:
 - Outline of Issue: Annual Operating and Capital Budgets **AND** Five-Year Budget/Business Plan
 - Budget Letter from GSA President to Council
 - 2013-2014 Restricted and Other Funding Budget and Expenditure Report
 - 2013-2014 GSA Operating Budget Narrative (condensed for Council)
 - Annual Operating and Capital Budgets (2013-2014) **AND** Five-Year Budget/Business Plan (2013/14-2017/18)

**Attached Numbered
Pages**

2.0 - 2.22*
**Distributed in first
mailing*

6.0 - 6.1*

6.2 - 6.4*

6.5 - 6.8*

6.9 - 6.25*

6.26 - 6.38*

**Distributed in first
mailing*

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| 7. GSA 2012-2013 Budget and Expenditure Quarterly Financial Report Ashlyn Bernier (President) will present the item. | 7.0* 7.1* <i>*Distributed in first mailing</i> |
| <p><i>Attachments:</i></p> <ul style="list-style-type: none"> • Outline of Issue: GSA 2012-2013 Budget and Expenditure (Quarterly) Report • Quarterly Financial Report (High Level Summary). Please note that this document is also found in <i>Item 6 - Annual Operating and Capital Budgets (2013-2014) AND Five-Year Budget/Business Plan (2013/14-2017/18)</i> on page 6.27 | |
| 8. Budget Principles, Practices, and Procedures Ashlyn Bernier (President) will present the item. | 8.0* 8.1 - 8.9* <i>*Distributed in first mailing</i> |
| <p><i>Attachments:</i></p> <ul style="list-style-type: none"> • Outline of Issue: Budget Principles, Practices, and Procedures • Recommended Changes: Budget Principles, Practices, and Procedures | |
| 9. GSA Referendum on Continuation of the U-Pass Program Naseeb Adnan (Vice-President Student Services) will present the item. | 9.0 - 9.1* 9.2* <i>*Distributed in first mailing</i> |
| <p><i>Attachments:</i></p> <ul style="list-style-type: none"> • Outline of Issue: GSA Referendum on Continuation of the U-Pass Program: Proposed Wording of Referendum Question • Referendum Wording: Continuation of U-Pass | |
| 10. Elections (none at this time) | |
| 11. Special Business (none at this time) | |
| <u>Reports</u> | |
| 12. President <ul style="list-style-type: none"> i. President's Report (attached) ii. GSA Board (attached) iii. Budget and Finance Committee iv. Governance Committee v. Nominating Committee (attached) | 12.0 - 12.1 12.2 - 12.3 12.4* 12.5* 12.6 - 12.7 <i>*Distributed in first mailing but reattached as numbering has changed</i> |
| 13. Vice-President Academic <ul style="list-style-type: none"> i. Vice-President Academic's Report (attached) | 13.0 - 13.1 |
| 14. Vice-President Student Services <ul style="list-style-type: none"> i. Vice-President Student Services' Report (attached) | 14.0 - 14.1 |

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| ii. | Student Affairs Advisory Committee (joint chair: Vice-President Student Life) (no meetings this reporting period) | |
| 15. | Vice-President Student Life | |
| i. | Vice-President Student Life's Report (attached) | 15.0 - 15.1 |
| ii. | Awards Selection Committee (none to date) | |
| 16. | Vice-President Labour | |
| i. | Vice-President Labour's Report (attached) | 16.0 - 16.2 |
| ii. | Negotiating Committee (refer to Item 16 i - VPL's report) | |
| iii. | Labour Relations Committee (no meetings in this reporting period) | |
| 17. | Senator | |
| i. | Senator's Report (none to date) | |
| 18. | Speaker | |
| i. | Speaker's Report (none to date) | |
| 19. | Chief Returning Officer | |
| i. | Chief Returning Officer's Report (attached) | 19.0 |
| ii. | Elections and Referenda Committee (attached) | 19.1 |
| 20. | GSA Management | |
| i. | Executive Director's Report (attached) | 20.0 - 20.4 |

Question Period

21. Written Questions

22. Oral Questions

ADJOURNMENT

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**Attached
Numbered Pages**

2.0-2.22

Presentations and Councillor Announcements

4. APIRG (Alberta Public Interest Research Group)
Ashlyn Bernier (President) will introduce the speakers and present the item.
Guest: Daley Lang (APIRG Outreach Coordinator). Presentation will begin after roll call.
5. Councillor Announcements

Action Items, Elections, Appointments, and Special Business

6. Annual Operating and Capital Budgets **AND** Five-Year Budget/Business Plan
Ashlyn Bernier (President) will present the items.
Attachments:
 - Outline of Issue: Annual Operating and Capital Budgets **AND** Five-Year Budget/Business Plan
 - Budget Letter from GSA President to Council
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 - 2013-2014 GSA Operating Budget Narrative (condensed for Council)
 - Annual Operating and Capital Budgets (2013-2014 to 2017-2018) **AND** Five-Year Budget/Business Plan

6.0-6.1

6.2-6.4

6.5-6.8

6.9-6.25

6.26-6.38

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| <p>7. GSA 2012-2013 Budget and Expenditure Quarterly Financial Report Ashlyn Bernier (President) will present the item. <i>Attachments:</i></p> <ul style="list-style-type: none"> • Outline of Issue: GSA 2012-2013 Budget and Expenditure (Quarterly) Report • Quarterly Financial Report (High Level Summary). Please note that this document is also found in Item 6 - Annual Operating and Capital Budgets (2013-2014 to 2017-2018) and Five-Year Budget/Business Plan on page 6.27. <p>8. Budget Principles, Practices, and Procedures Ashlyn Bernier (President) will present the item <i>Attachments:</i></p> <ul style="list-style-type: none"> • Outline of Issue: Budget Principles, Practices, and Procedures • Recommended Changes: Budget Principles, Practices, and Procedures <p>9. U-Pass Referendum Question on Continuation of the U-Pass Program Naseeb Adnan (Vice-President Student Services) will present the item. <i>Attachments:</i></p> <ul style="list-style-type: none"> • Outline of Issue: GSA Referendum on Continuation of the U-Pass Program: Proposed Wording of Referendum Question • Referendum Wording: Continuation of U-Pass <p>10. Elections (none at this time)</p> <p>11. Special Business (none at this time)</p> | <p>7.0</p> <p>7.1</p> <p>8.0</p> <p>8.1-8.9</p> <p>9.0-9.1</p> <p>9.2</p> |
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Reports

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| <p>12. President</p> <ul style="list-style-type: none"> i. President's Report (to be distributed on 8 February 2013) ii. GSA Board (to be distributed on 8 February 2013) iii. Budget and Finance Committee (attached) iv. Governance Committee (attached) v. Nominating Committee (to be distributed on 8 February 2013) <p>13. Vice-President Academic</p> <ul style="list-style-type: none"> i. Vice-President Academic's Report (to be distributed on 8 February 2013) <p>14. Vice-President Student Services</p> <ul style="list-style-type: none"> i. Vice-President Student Services' Report (to be distributed on 8 February 2013) ii. Student Affairs Advisory Committee (joint chair: Vice-President Student Life) (no meetings this reporting period) | <p>12.2</p> <p>12.3</p> |
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15. Vice-President Student Life
 - i. Vice-President Student Life's Report **(to be distributed on 8 February 2013)**
 - ii. Awards Selection Committee **(to be distributed on 8 February 2013)**

16. Vice-President Labour
 - i. Vice-President Labour's Report **(to be distributed on 8 February 2013)**
 - ii. Negotiating Committee **(to be distributed on 8 February 2013)**
 - iii. Labour Relations Committee **(to be distributed on 8 February 2013)**

17. Senator
 - i. Senator's Report **(none to date)**

18. Speaker
 - i. Speaker's Report **(none to date)**

19. Chief Returning Officer
 - i. Chief Returning Officer's Report **(to be distributed on 8 February 2013)**
 - ii. Elections and Referenda Committee **(to be distributed on 8 February 2013)**

20. GSA Management
 - i. Executive Director's Report **(to be distributed on 8 February 2013)**

Question Period

21. Written Questions

22. Oral Questions

Adjournment

**Meeting Minutes
14 January 2013
GSA Council Meeting**

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

The meeting was called to order at 6:05 pm.

Approval of Agenda

1. Approval of the 14 January 2013 Agenda

Members had before them the 14 January 2013 Consolidated Agenda, which had been distributed on 11 January 2013.

**President Ashlyn Bernier MOVED to amend the
Agenda and add Item 4.5 “Update on the Reorganization of FGSR”
with FGSR Dean Dr. Mazi Shirvani as a guest.**

NO OBJECTIONS.

The amended Agenda was approved by unanimous consent.

Approval of Minutes

2. Minutes

- i. **Minutes from the 10 December 2012 GSA Council meeting**
Members had before them the 10 December 2012 GSA Council Minutes, which had been distributed on 04 January 2013.

The Minutes were approved by unanimous consent.

Changes in Council Membership

3. Changes in Council Membership

- i. **Introduction of new Councillors**
None. However, two guests of Council were acknowledged: Micaela Santiago and Thomas McIntyre.
- ii. **Farewell to departing Councillors**
None.

Presentations and Councillor Announcements

4. Student Perspectives on the Future of the University of Alberta.

President Ashlyn Bernier introduced the guest, Mr. Doug Goss (Chair, Board of Governors) who then presented the item. An email containing a handout from Mr. Goss and a link to a *Folio* interview with him had been forwarded to Councillors earlier that day (see copies appended).

During her introduction, President Ashlyn Bernier noted:

- Mr. Goss was at Council to prepare for a Board of Governors strategic planning retreat in April 2013 about the long-term plan and vision for the University of Alberta;
- Students are key stakeholders at the University and he would like to hear students' thoughts about the issues facing the University today and what the student vision is for the University of Alberta. Mr. Goss was interested in big ideas, high-level ideas, and long-term visions from the student body; *and*
- President Ashlyn Bernier also apologized for the lateness of the email sent to Council, stating that it had been received from Mr. Goss the previous Friday after the Second Mailing for Council was circulated. She emphasized that the key points in the handout included a vision for the future of the University of Alberta for the next 5 to 10 years and a series of goals and strategies geared to achieving these goals. Fourteen key questions, listed on the handout, will be considered at the retreat.

During the presentation, Mr. Doug Goss (Chair, Board of Governors) noted:

- Council was thanked for the invitation to speak, roll call was a lively experience;
- The University is a complex world and the Board of Governors have been working on a strategic plan initiative since he became Chair in February 2011;
- There has been a realization in the post-secondary community that the world has changed and how we deliver higher education has changed; the world is a smaller place and a more competitive one;
- One of the mandatory readings for the Board of Governors is a book called *The Innovative University: Changing the DNA of Higher Education* by Clayton Christensen. The message in this book is that times have really changed in higher education and the way traditional universities operate also needs to change. The most important lesson is that institutions like the University of Alberta don't have the resources or ability to be Harvard or other Ivy League schools. Resources are getting scarcer and scarcer;
- Tough decisions are needed about resource allocation and about what results we want as a post-secondary institution;

- There are numerous stakeholders in post-secondary education in Alberta, including workers, taxpayers, industry, and society, who want high-functioning members of society;
- There is no right or wrong answer, but it is incumbent on us to take stock and think about the values that drive the institutions that we attend and that we are proud of;
- My hope is that the process never ends, but I want to make sure we really canvassed all of you as best we can to get the ideas, the values, that drive great institutions;
- As graduate students, you know we have 32,000 students, including undergraduates, and the ratio of graduate to undergraduate students is quite small. Our numbers have to change to not have that low percentage of graduate students here;
- This planning is relevant for government as well, which is participating in the retreat. Our vision should fit hand and glove with the Province's vision, while ensuring taxpayer accountability;
- This process is not restricted to anyone. We are meeting with all the Deans and the different stakeholder groups;
- I would like to talk boldly about our vision on an ongoing basis; as a flagship institution, it is incumbent on us to lead; *and* I welcome all your thoughts.

Following the presentation, Councillors asked a number of questions:

Hamid Ramezani (Chemistry) asked: Why is the way that graduate students are funded at this university different from the prestigious institutions? It has a bad effect on student efficiency. TA duties in the United States are funded for the first few years, and then the supervisor takes over later in the program as a funder, but it is different here.

Mr. Doug Goss (Board Chair) responded: Funding. It's obviously part of the overall vision for the University. We have the same issue with the province, of 'what do you want us to be?' At the highest levels, they are intensely funded. Here are the characteristics and here you fall short. We need the support to do it, and TAs are a huge part of that. As part of that, we fund graduate students.

Hamid Ramezani (Chemistry) supplementary: If the Government of Alberta trusts the university professors here and gives them that budget to fund their students they way they want, it gives them a better opportunity.

Mr. Doug Goss (Board Chair) responded: That's one of the issues I talked about with Administration. Don't tie funding to bums in the seats, but to a great university experience.

Ashlyn Bernier (President) asked: Collegial governance. We believe this is historically a strength at the University of Alberta and recent issues, such as the judicial review by the Students' Union, affect this. Recently, a panel addressing this was held by the University of Northern British Columbia. At some point in the future, will the Board consider holding a panel to discuss these issues? In light of what's developing at the FGSR, if at some point we want to reflect back on matters such as that and consultation, what is the purpose of this consultation and what is the goal?

Mr. Doug Goss (Board Chair) responded: It strikes me, and I've been immersed in the Lister Hall scenario and I can't comment on that one, but overall, there is the notion that we should all be involved in the governance process and we should all feel heard and that the decisions are being made with the proper input. This retreat will be a massive failure if the groups involved don't feel this. As a public corporations security lawyer, I deal with this as well.

Ashlyn Bernier (President) supplementary: When you mentioned identifying the core values, collegial governance is a value we want to see brought forward.

Roy Coulthard (Senator) asked: Thanks for coming and I'm glad you touched upon expanding graduate studies. I came across an online article yesterday about issues with graduate students and comparing Canada and the USA in regards to PhD pay and employment rates. We would support expanding grad studies. What is it that we as a broad community can do to change societal attitudes and encourage people to value higher education?

Mr. Doug Goss (Board Chair) responded: A province like ours, with oil and gas industry dependence, is partly why undergraduate and graduate student ratios are high. People have told me that Alberta has it too good. We have the highest disposable income in the world because of industry. We need to start thinking what Alberta will look like after oil and gas.

Jurisdictions that drive innovation and wealth creation, like Israel, a country with 7 million people, endemic violence, and no oil or gas resources, have realized that if we do not create these institutions then we don't have the people wealth. We have to keep laying out the digits, making the people who write the cheques aware.

Roy Coulthard (Senator) supplementary: As GSA President, anytime I talked to people in government, they always wanted to know what we'll do next year. They glossed over if we started to talk about the next 30 years for planning.

Mr. Doug Goss (Board Chair) responded: Leadership is the most important thing. It is hard to get politicians to look farther ahead, but it's the reality and the jurisdictions that are looking ahead, they will be competitive.

Simarjit (Monty) Bal (Councillor-at-Large) asked: A few years ago, the President came out with the Top 20 by 2020 plan. The current top 20 institutions are the Princetons, Harvards, and MITs. When you talk about this, does that mean are we done with that goal of being a top 20 university?

Mr. Doug Goss (Board Chair) responded: If I had to comment on how realistic that was, it is realistic with unlimited resources and a government that is willing to fund that vision. The reality is there is not an unlimited pot of money and if you are going to be great, we have to decide collectively to fund those visions aggressively. Whatever vision we come out with has to be realistic. We could come up with a similar vision to that and if it wasn't endorsed by the government, it wouldn't make sense. Calgary's vision was to be within the top five research universities in five years. The only way that made sense was to increase funding. For them to be in the top five, funding had to be cut here at the University of Alberta. That vision is not compatible with stakeholder values, so it's not realistic. A top 20 vision should utilize all the assets of the province, like those in Lethbridge and Calgary, and build a cohesive, realistic strategy.

Simarjit (Monty) Bal (Councillor-at-Large) supplementary: If I'm not in a stronger faculty, like a STEM student, would I get a different response from the university?

Mr. Doug Goss (Board Chair) responded: The values that we are going to talk about are collaboration and what areas we need to build in. How do we make it better at the department level? What's holding you back? Money? Vision? People? I wouldn't give up, I would figure out how to do it different.

Emine Hande Tuna (Philosophy) asked: One of our strengths is our faculty members, but in the Faculty of Arts our faculty numbers are shrinking. Members who have retired are not being replaced. Do you have an answer on how to be great without faculty?

Mr. Doug Goss (Board Chair) responded: The notion of how to be a great faculty and do great things is an important thing and we need to address it. You have to think about those things. We should be finding ways to take the real up-and-comers and get them more involved in the faculty and allow them to go forward in a creative way using our resources to build faculties and great leaders. It's about leadership. You want to study from people you respect. We can build great faculties.

Emine Hande Tuna (Philosophy) supplementary: What are the concrete means to assure that? Providing funding to the Faculty of Arts to replace retired staff?

Mr. Doug Goss (Board Chair) responded: I think that's part of it and it requires faculties to look at how they do things. What they would do with those funds and how they can be more effective with what they do have.

Susan Cake (Sociology) asked: I'm not from Alberta, and this institution is known to have a great academic stance but it is not known for social change and justice. I know we have programs such as Community Service Learning, but I've heard from people that it's just paying lip service. We look like an institution from the '70s in terms of social justice and change. Is it possible to be known for producing research that also produces change?

Mr. Doug Goss (Board Chair) responded: It sounds like you're talking about developing a knowledge base about social change and justice and developing ways to implement that. If those are truths, and the University is based upon the search for truths, we should be able to move those ideas forward.

Susan Cake (Sociology) supplementary: Is possibility of the University of Alberta being focused on more than academia and research something you've considered?

Mr. Doug Goss (Board Chair) responded: Sure.

Brent Epperson (VP Labour) asked: Your statement initially presents as a scarcity statement. My question is, who decides? If we are going forward, we have to decide as a constituency. I think it's a good step. I do have a point of concern: You cited Christensen's book, written by an Ivy League author about the US. Is that apples and oranges? We are different from Harvard, even as a public institution. That's not our circumstance here where we get most of our money from government. As compared to endowment universities, is that a healthy comparison? Ensuring we have the long-term commitment for education and graduate students. We're hearing the same things. Communicating to the government, we shouldn't be comparing ourselves to US institutions and we are a public institution, lobbying is part of that, but the other part of that message is communicating to the public and getting the public to lobby for us and embrace the vision. Not begging for more funds, but getting the Alberta public to argue for us. I don't see that side as much. Speak to that please and how we reconcile that with US institutions.

Mr. Doug Goss (Board Chair) responded: How we advocate was part of Roy's question and goes back to that. For that truth, we have to argue that it's worthy of that investment. It's incredibly hard to do that. In regards to Christensen's book, if we had a 30 million dollar endowment we could do things, but do we go back to government and say we can compete with those guys if we had a lot more money? That may come out of the retreat. If we build on investment and keep doing that as the flagship institution, all of those things say we are deserving. You build support with government and taxpayers by doing the right things. If we do it right, we will get the proper support from government.

Qiang Li (Councillor-at-Large) asked: What do you think is the way to attract the best students and what is the relationship between this and the reorganization of FGSR? (Clarification): Reorganization of FGSR and the relationship between attracting the best students. What is the relationship?

Mr. Doug Goss (Board Chair) responded: If I understand the question, you're asking how we get to a position to attract people to the university. How do we do that? That's what we are here for. So how do we build it in your area? How do you build a critical mass?

Qiang Li (Councillor-at-Large) supplementary: No, what's the relationship between the FGSR reorganization and attracting people?

Mr. Doug Goss (Board Chair) responded: I'm not equipped to answer that.

Ashlyn Bernier (President) noted that Dr. Mazi Shirvani (Dean of FGSR) would discuss the reorganization of the FGSR in the next item.

Ashlyn Bernier (President) asked: We've heard a lot of amazing ideas out of Council tonight. In light of those big ideas, I'd like to ask about change management in a unionized environment. In terms of risk opportunity, how do you undertake big change in an environment like that?

Mr. Doug Goss (Board Chair) responded: That's what we want to do at the retreat. If we do embrace change, then we will follow that course. We need to be bold and creative. We need to go back to those writing the cheques about the case for investment.

Hamid Ramezani (Chemistry) asked: If your vision is to be in the top 20 by 2020, that's a great thing, but if you are not able to keep your graduates and we send them off to other countries for work, then you're the loser. If the ideas could be used to produce wealth, what you need to include in your plan is to have the University direct talented people to industry to create jobs and keep graduates in this province.

Mr. Doug Goss (Board Chair) responded: I don't disagree with what you're saying.

Ashlyn Bernier (President) asked: I would like to ask Mr. Doug Goss to comment on the upcoming presidential search and how it fits into all this.

Mr. Doug Goss (Board Chair) responded: I'm a believer that in order to achieve your goals, the outcome of this process needs to reflect a culture of shared values. The presidential search is when you decide what you want and go find the best person best equipped to take us there. I know Indira is motivated to get important things done in the last few years of her tenure. I think this all fits nicely into this process. The search will probably start later this year.

No further questions were asked.

4.5. Reorganization of FGSR (agenda amendment)

President Ashlyn Bernier introduced the guest, Dr. Mazi Shirvani (Dean of the Faculty of Graduate Studies and Research), who then presented the item. No handouts were provided. During the presentation, Dr. Mazi Shirvani (Dean of the Faculty of Graduate Studies and Research), noted:

- The conversation has been moving away from the question of efficiency of the administration processes;
- You can cut all the red tape you want, but you end up cutting the safety net processes at the same time. At the Vice-Provost's retreat today, the main elements of plan are now to simplify things as best you can; the departments are scaling back and the safety nets have to be addressed;
- We need to get faculties and departments to do strategic planning around graduate education. We have never done that before. When people recruit or provide funding, it is on a year-to-year basis and people say that they can't plan for four years because they only know their funding for the next year;
- If we give government one-year goals, they will think in a one-year horizon. Ashlyn, Brent, and Nathan have seen one version of the strategic plan that I am pushing hard and it is gaining support;
- This sort of strategic planning has to be done by programs - how many students, how to fund, what sort of experience to provide – and be not just about head counts. They have to be clear about what they want you to get out of your graduate education;
- Part of the idea is that there will be a high-level group at this university that will look at the various faculty plans and look at their goals over four years and how much money they need. The GSA must participate in this evaluation exercise;
- The Faculty of Arts should look at all their programs, how they recruit, how they fund, and what they are producing at the end of the graduate education, and then the University will look at the plans and decide how to allocate funding;
- Allocation of new money has always been a problem because smaller projects in the short term have usually consumed it;
- I will try to find out, in terms of various sensitivities, if I can share the template for this graduate education strategic plan with Council;

- The University has to think about where graduate students go. Without depressing you, I will provide one number: North American institutions award nearly 50,000 doctoral degrees yearly. Academic vacancies are nowhere near that number. Universities are not training everyone to become a professor, and in many cases, programs have not defined what they are doing. That will all be part of the planning exercise and then the case to the government will become much stronger; *and*
- That is a much bigger context to the FGSR reorganization: all of the planning, not just reducing the forms. This is evolving all the time, but this is the current update.

The floor was then opened to questions.

Qiang Li (Councillor-at-Large) asked: I will ask a simple question. If there is extra money, will there be increases to scholarships to make them bigger, or just increases to the number of graduate students?

Dr. Mazi Shirvani (Dean of FGSR) responded: The principle will be quality before quantity. If we want to be comparable to a lot of public institutions, we need a different ratio of undergraduates to graduates. We have been recruiting high quality graduate students for a long time, but we haven't been graduating all of them. If there is more money, the enrollment would grow at a slower pace, but it would fund the students we have now so that they don't fail to graduate because of money. The head count is easy to increase if you are not worried about what sort of experience people take out of graduate education. Quality will be a principle.

Brent Epperson (VP Labour) asked: Mazi made an excellent point. Our argument to the government and the public for support has to be built on professional development, not just on training academics. I think the Central Administration needs to hear from graduate students that this is something we are prioritizing and frame that in terms of a message to government and people of Alberta that it comes back to dollars and cents. It is essential that Central Administration hear that from graduate students and not just base it on the excellent job Dr. Renee Polziehn and the FGSR does. Mazi, do you agree?

Dr. Mazi Shirvani (Dean of FGSR) responded: Yes, I do.

Amanda Lim (English and Film Studies) asked: Thank you for coming. Where are we in the

consultative process with departments and faculties, and will there be a Town Hall?

Dr. Mazi Shirvani (Dean of FGSR) responded: I don't know. The initial round of consultations is completed and I have seen the report. I don't know about plans for a Town Hall. I am going to see if I can present most of the thinking to the GSA and FGSR Council and gather feedback on it.

Billal Sultani (Laboratory Medicine and Pathology) asked: I guess with the professional development aspect of FGSR, I was wondering if Community Service Learning could be incorporated, perhaps a requirement as part of their graduate program. Is this something that is possible in the future?

Dr. Mazi Shirvani (Dean of FGSR) responded: Yes, in the future. There are two parts to the answer. One is, should Community Service Learning be part of professional development offerings? Yes, absolutely, there are many opportunities. Second, should it be mandatory, like ethics training? That is a more difficult exercise because of the decentralized nature of this university. Part of the strategic graduate plan is explicitly about professional development for a faculty's own students. My guess is that a faculty that really ignores professional development is not going to look as good as a faculty that does some planning. My colleagues say that public shaming is what works. Rather than forcing all to integrate, let them see that the better plans have support and the force of public opinion. Also, think about a university-level advisory council with a group of alumni and current graduate students on what sort of professional development is needed. Long-term thinking, needs, and what sort of policies would nudge towards it. I would like to see this, and would be very unhappy with a plan that didn't include professional development.

No further questions were asked.

5. Studentcare Presentation: Health and Dental Update

President Ashlyn Bernier introduced the guest Kristin Foster (Studentcare representative). A PowerPoint presentation was shown to Council (see appended copy).

During the presentation, Kristin Foster (Studentcare representative) noted:

- Typically she comes and gives an overview to Council with an update on facts and the background information to the plan;

- The GSA had a dental plan back in 1994, based upon the recognition that student associations have a duty to provide more than typical campus-based services. When she approach the GSA in 2003, she had just joined an upstart company that thought student leaders could understand insurance better then insurance companies could understand students. The supplementary health plan is designed to complement Alberta Health Insurance;
- Health and Dental is a touch-point for a lot of new graduate students. It is often the first point of contact for a critical service;
- Studentcare administers the plan with policy and direction provided by the GSA Board;
- This is meant to be an employer-type plan covering extra costs such as prescription drugs, physiotherapy, chiropractors, etc.;
- Graduate students are not viewed as an aging population and with the health care services that graduate students consume, it is usually the little items that add up, especially for those with a chronic condition, such as diabetes or asthma;
- The plan is meant to be tailored to graduate student needs and offers vaccination coverage for those doing research overseas or away from the University;
- With the change in insurer, a lot of members were impacted. Changing providers should not be, and was not, done lightly. The change did save the GSA around 30% to 40% per person and fixed some long-term underlying issues. However, there have been some hiccups; *and*
- One of the outcomes of the new plan is that premiums cannot increase for two years, which maintains stability in a plan that has seen rising costs.

Ashlyn Bernier (President) stated: The money that we are saving goes into a restricted account that can only be used in the future if there is a shortfall.

Kristin Foster (Studentcare representative) stated: And that is the kind of long-term planning the Board has to do.

Kristin Foster (Studentcare representative) made the following additional points:

- Some of the hiccups are related to the change, such as with privacy information. There was no patient information transferred to the new insurer, so things like doctor's notes have to be re-filed. Some new drugs are now available and eligible, while some new doses that had to be done manually also required re-filing;

- She did have to re-vet some exceptions that had previously been made for alternate drugs;
- Desjardins has shown willingness to jump when we say jump because they are expanding into the student market for the first time with the University of Alberta and a few other schools;
- If Councillors have constituents that are coming to them and saying that something is no longer covered or having to jump through hoops, Councillors should send them to the GSA front desk or GSA officials, who will forward the concern on to Studentcare;
- Studentcare is now the largest company providing student health plans in Canada and are really ahead of the curve in terms of privacy, partly because of beginnings in Quebec. Reputation and vetting has enabled a high trust relationship and access to data; *and*
- Studentcare has never had a privacy breach even with a million information interactions every year. They pay careful attention to the way student data is used and next week they are sending an email to all new January students reminding them to enroll. This access to student email addresses is only something that is permitted with high privacy standards.

Kristin Foster (Studentcare representative) showed several slides and noted:

- Studentcare has two different roles of consultant and administrator;
- The administrator role involves management of incoming and outgoing students, leaves, and enrolling families; answering questions from members; and proactively communicating with members;
- We also promote savings through our network of health and dental care professionals that saves 20% to 30% every time you see someone in a network. This saves a lot more money than almost anything else;
- Employee plans in Canada are increasing by double-digit percentages, so controlling costs is a big part of what Studentcare does as an administrator;
- Prescription drugs form the single largest category of claims from graduate students;
- Some students also manually combine plans, to cover certain items;
- Paramedical practitioners form the second biggest health category of claims, followed by vision care and medical services and equipment;

- The actual cost of drugs and dental cleaning in this country is increasing and the cost control to 4% with the GSA plan is largely due to use of health care professional networks;
- With dental care, the greatest expense category is diagnostic and preventative services, which means that members are going before more expensive treatments are needed;
- More members who use preventative care means fewer root canals, which is less expensive for the plan. The GSA student claims are meeting the balance between preventative care and treatment;
- Approximately 85% of GSA members are using the health and dental plan;
- Allowing partial access to the insurance was a way to include students with other plans that did not cover particular components. This was not something insurance providers were able to do before because it increased risk. Studentcare compiled data about this and thought that more choice would provide more satisfaction from students. This has been supported by feedback from members;
- A slide with student enrollment numbers was shown and Kristin Foster (Studentcare representative) reminded Council that while in September students are told about opting-out of the plan, in January, students need to contact Studentcare before the 18th to enroll in the health and dental plan. The reason that there is a difference between Fall Term and Winter Term starts has to do with the University's ability to pro-rate fees. This is not likely to change soon.
- Since the plan is not physically tangible, it should be made sure of that students are aware of the deadlines, the features of the plan, and how to find the network professionals;
- The ihaveaplan.ca website is key and intended to be a one-stop resource for members; There is some integration with Beartracks and with the GSA website to redirect students to the health and dental website;
- Studentcare also uses targeted emails to provide information via the University, the GSA newsletter, and departmental graduate coordinators;
- Studentcare is integrated with the University Health Centre, and has an office in SUB;
- Campus media is also utilized, including the *Gateway*, as well as Studentcare attendance at orientation events. International student events are particularly targeted in order to reach a portion of the student population that needs more information;
- Most graduate students at the University of Alberta contact Studentcare either by phone or in-person at the SUB office instead of via email; *and*

- A Studentcare representative may be come back to Council at the end of the year with a presentation about looking forward with the health and dental plan.

The floor was then opened to questions.

Hamid Ramezani (Chemistry) asked: I saw your presentation in July and I've got to express my absolute disappointment with Studentcare not being clear with Council. Your presentation is informative, but it doesn't give information about how you conduct negotiations. I asked you or the other Studentcare representative in July to bring three different plans not just from universities, but company plans. I have a feeling that you are not bargaining enough for us because if you compare benefits with different group plans, I am not really happy with it. I was hoping that there would be a cost and benefit comparison with other large plans.

Kristin Foster (Studentcare representative) responded: I wish it were that black and white. No chart I could make would be able to compare the plans and that has to do with demographics. The age of your population affects the underwriting. The numbers of students who enroll families is different in Alberta from in BC. I also have no legal ability to access someone else's benefits because we only do student plans. There is no apples-to-apples comparison of health plans because of the underwriting. Actuaries go to school for up to 7 years to learn how to price them out. I have a spreadsheet in my head with the main points for this plan, but even with the formula I have, it is not something I have brought to Council because I have a clear mandate that the GSA Board is the appropriate body for detail and policy review, while Council is for the big-picture details. Renewal analysis last time was a four-hour meeting, and it has taken me twelve years in this job and training to develop knowledge about the different insurers. It is not out of a desire not to be transparent. I report to you through a reporting structure that has to make sense. If I am mistaken, then the GSA Board would have to instruct me otherwise and plan a meeting for Council entirely about health plans.

Hamid Ramezani (Chemistry) supplementary: You are telling me that you don't have data on our plan?

Kristin Foster (Studentcare representative) responded: Yes.

Hamid Ramezani (Chemistry) supplementary: And can't find other plans.

Kristin Foster (Studentcare representative) responded: They are not relatable to each other. I wish they were.

Isaac Odoom (Councillor-at-Large) asked: If you have a client who calls and has enrolled his spouse, and he is calling from the pharmacy because he is trying to get something paid, what is the standard procedure for addressing a student complaint? What is the timeline in terms of days?

Kristin Foster (Studentcare representative) responded: We have proprietary software that we have developed which tracks all of the student information by student ID number. Dependents of a member are registered under that member's ID number. The call system is a live data transfer to our office and is updated hour-to-hour. Studentcare works hard to be seamless. Our response time stats from September to December show that 33% of cases are not resolved in a single day. A case, in our terms, is every time a student calls. The call system might not log a deadline question or a general question, but anything personal or specific is logged. Of the 33% that take longer, no cases have been open longer than for 7 days from September to December for this year. I don't always walk around with that in my head. All of our logs are available to our staff at multiple campuses. We would follow up with the insurance company if a case falls through the cracks.

Isaac Odoom (Councillor-at-Large) supplementary: I know a student for whom it has been four weeks. The student has paid for the coverage but cannot access services.

Fred Wu (Speaker) stated: The specifics for this concern can be directed later to the appropriate person.

Kristin Foster (Studentcare representative) responded: I can say that didn't happen. There could be a background where the cheque didn't go through or student enrolment wasn't finalized. All of the information I have indicates that no student has been left hanging for four weeks.

Pamela Sabbagh (Renewable Resources) asked: I have a dental plan question. Up to 70% of fillings are covered, but the fine print says that's for metal only, not porcelain fillings. Can you

talk about why that is?

Kristin Foster (Studentcare representative) responded: Fillings are covered at the amalgam rate, and composite fillings covered up to that rate. You would get the amount back equivalent for the amalgam fillings. The reason is that composite is prettier, but it doesn't last as long and there is still controversy in the dental community about it. Most dentists have switched to composite and most people prefer them. We could change it and we would change the percentage so that the amount wouldn't change, but the plan couldn't afford it last year. If I see that there is room this year, that is something I often recommend. But that is why we survey - a lot of students would like more vision care and often fillings are not a priority. The GSA health and dental plan has not been within the range of adding benefits in four or five years. First, you have to have room to add benefits to the plan. The change to Desjardins was done to curb plan costs.

Pamela Sabbagh (Renewable Resources) supplementary: There is a big difference between the coverage. Is there a possibility to take coverage off the metal fillings and put it on to the porcelain?

Fred Wu (Speaker) stated: That is something to take directly to Board.

Ashlyn Bernier (President) stated: The GSA Board has delegated authority from Council to make all decisions regarding the health and dental plan. We work closely with Kristin to deal with any bumps in the road. Let your students know to contact us with any problem. Most, if not all, cases have had satisfactory outcomes. The changes in coverage are complex and long-term, but some of the points brought up tonight will be helpful for that.

Hamid Ramezani (Chemistry) MOVED to extend the current discussion time.

No one SECONDED.

Motion FAILED.

6. Councillor Announcements

This item was inadvertently omitted at this time and was covered later during Council after Item 11 i (VP Labour Report).

7. President

i. **President's Report:**

Members had before them a written report, which was distributed on 11 January 2013. In addition, Ashlyn Bernier (President) noted:

- The GSA is as involved as possible with the FGSR reorganization. She has been invited to Waterloo and has had meetings with Dr. Catherine Swindlehurst, Special Advisor to the Provost;
- There seems to be movement towards digitization of recruitment and admission. Council might see this happening in the next 6 months or year;
- There are five graduate students on the Quality Measures Working Group of the FGSR. Graduate students have strong representation on these groups and the GSA President and the VP Labour attended the first meeting last Friday. Council will be kept up to date;
- Councillors should have received an email from the GSA about the IGNITE conference. This conference ties in well with Mr. Goss's presentation about conveying to the provincial government the importance of secondary education support;
- This email was an invite to councillors to present research, innovative ideas, and other good examples of post-secondary work for the government to see;
- Council is requested to email proposals to President Bernier by the deadline of January 28th. There are no specific topics or fields needed; anything the applicant considers interesting is acceptable;
- Regarding budgeting for 2013-14, the budget and management team have been working very hard at developing a 5-year business plan for the GSA to maintain the sustainability and robustness of the association. The budget is nearly complete and there is a meeting of the BFC very soon with external members to be present for feedback; *and*
- The budget will come to Council within the next month or two.

ii. **GSA Board**

Members had before them a written report, which had been distributed on 11 January 2013. The report stood as submitted.

iii. **Budget and Finance Committee**

Members had before them a written report, which had been distributed on 11 January 2013. The report stood as submitted.

iv. **Governance Committee**

It was noted on the Agenda that no meetings were needed for the GSA Governance Committee that month.

v. Nominating Committee

Members had before them a written report, which had been distributed on 11 January 2013. The report stood as submitted.

8. Vice-President Academic

i. Vice-President Academic's Report

Members had before them a written report, which had been distributed on 11 January 2013.

In addition, Nathan Andrews (VP Academic) noted the following:

- He had left Edmonton two days after the last Council meeting on a research trip and had also visited family while in Ghana; *and*
- There will be a talk from the Acting Vice Provost at the GFC on the 21st of this month from 2-4 pm at the ECHA building. Councillors are invited to come and ask questions or to let the GSA elected officials know if they have specific questions that can be asked on their behalf.

9. Vice-President Student Services

i. Vice-President Student Services' Report

Members had before them a written report, which had been distributed on 11 January 2013.

In addition, Naseeb Adnan (VP Student Services) noted the following:

- The U Pass fees that were agreed upon with the transit providers have been approved by all three city councils: the City of Edmonton, St. Albert, and Strathcona County *and*
- He will start preparing the referendum questions about the U Pass and will get them to the next Council for approval.

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

It was noted on the Agenda that no meetings were needed for the Student Affairs Advisory Committee that month.

10. Vice-President Student Life

i. Vice-President Student Life's Report

Members had before them a written report, which had been distributed on 11 January 2013.

In addition, Huimin Zhong (VP Student Life) noted the following:

- The "Take Back the Term" one-day re-orientation will be held in February;

- The GSA is contributing to three sessions, including ones on student life, writing tips, and health and wellness;
- As this event offers information about available student resources, she encourages all students to attend. Free food will be offered;
- The GSA Awards competition starts today and students should check the website for details; *and*
- Applications should be submitted as early as possible as no late applications will be accepted after the deadline of February 14. Printed or emailed applications are acceptable if they are complete, but one mode of submission or the other must be used and not a mix of written and emailed application documents.

ii. Awards Selection Committee

It was noted on the Agenda that no meetings were needed for the Awards Selection Committee that month.

11. Vice-President Labour

i. Vice-President Labour's Report

Members had before them a written report, which had been distributed on 11 January 2013. In addition, Brent Epperson (VP Labour) noted:

- He would speak about the state of collective bargaining. There had been no proposals made yet from Central Administration for the LRC to meet and discuss;
- He had expected more a conflictual negotiation situation but this has not been his experience, the negotiations have been collegial;
- At the last meeting with the University negotiators, he was told that on the 22nd they will find out if they are approved as the official University negotiators;
- So far, discussions have involved details other than money;
- For the first time, the GSA was asked to present at the Board Human Resources and Compensation Committee. This speaks to the efforts of the GSA leaders and management and shows that the GSA has earned the respect of the university community and is considered on par with NASA;
- As Brent Epperson (VP Labour) will be teaching that day, President Ashlyn Bernier will be presenting to the BHRCC;
- A LRC meeting will be scheduled soon after this, and the GSA has been told that there will be detailed proposals from the University by then; *and*
- The next task of the LRC is to work on the Department Liason program.

President Ashlyn Bernier announced that Brent Epperson (VP Labour) passed his candidacy exam a few weeks ago.

Councillor announcements were made at this time.

Lacey Fleming (Nominating Committee) stated: I would like to append the President's announcement. Sixteen people were at the Early Call for Talent and nominations for the GSA executive open tonight after Council.

ii. Negotiating Committee

No report required at this time.

iii. Labour Relations Committee

It was noted on the Agenda that no meetings were needed for the Labour Relations Committee that month.

12. Senator

i. Senator's Report

No report was required at this time.

13. Speaker

i. Speaker's Report

No report was required at this time.

14. Chief Returning Officer

i. Chief Returning Officer's Report

Members had before them a written report, which had been distributed on 11 January 2013. The report stood as submitted.

ii. Elections and Referenda Committee

Members had before them a written report, which had been distributed on 11 January 2013. The report stood as submitted.

15. GSA Management

i. Executive Director's Report

Members had before them a written report, which had been distributed on 11 January 2013.

In addition, Ellen Schoeck (GSA Executive Director) noted the following:

- Regarding the Early Call for Talent, three times the number of interested individuals emerged this year in comparison to last year.
- This is an exciting time and excellent people are attracted to organizations that are excellent;
- For those who did not read the Executive Director's report, please read it tonight for a one-page snapshot of the GSA one year ago;

- Past problems at the GSA included no filing systems, underpaid staff, and high staff turnover;
- Portions of management will eventually start to go part time and train others to take over, something that will be apparent in the budget;
- The GSA is almost ready to offer direct deposit for the PDA and CCG and has fillable forms online;
- T4s for grants and subsidies will be offered through the University system.
- Councillors are encouraged to ask themselves: What are the 10 pillars that should support the GSA over the long term?; *and*
- Interested Councillors were encouraged to attend the Budget 101 sessions to obtain basic budget knowledge, if they have not already done so.

Roy Coulthard (Senator): I would like a definition of fiduciary, please.

Ashlyn Bernier (President) responded: It's a legal or ethical relationship of trust for both parties, according to Wikipedia.

Action Items, Elections, Appointments, Special Business

16. Strategic Work Plan: Report from President Ashlyn Bernier

Member had before them a Letter from President Ashlyn Bernier that had been distributed on 04 January 2013. In addition, Ashlyn Bernier (President) noted:

- In October, Council was presented with the Strategic Work Plan about what the GSA wanted to accomplish this year and as an organization;
- For an update today, the market modifier was a surprise to the President and was dealt with in the fall;
- This will not be happening next year and the conversation has been dropped by Administration partially due to lobbying by GSA and other groups on campus, although administration may introduce another market modifier next year;
- The reorganization of FGSR remains a top priority for the GSA and Council has heard sufficiently on this topic for tonight;
- For the elections, and especially for those Councillors and Council guests who are thinking of running, she would like to talk briefly about the Vice-President Portfolios and about what they actually do;
- Brent Epperson, the Vice President Labour, is highly involved with collective bargaining;
- Nathan, the Vice-President Academic, is involved with skills and competencies and has proposed a resettlement bursary for graduate students. This shows how an elected official can advocate for issues that are of personal interest;

- Huimin, the Vice-President of Student Life, has worked on issues such as housing and residence rental increases and with lobbying;
- Naseeb, the Vice-President of Student Services, has been involved with U Pass re-negotiations with Heather, the GSA Director of Operations, and with satisfactory outcomes; *and*
- In general, the GSA executive and staff have been working to modernize the GSA infrastructure and the health of the association. Other areas of concern include the GSA's external lobbying presence and which external organizations the GSA may want to work with in the future. There may be some presentations at Council in the next few months for information.

17. Elections

None.

18. Special Business

None.

Question Period

19. Written Questions

No questions.

20. Oral Questions

Isaac Odom (Councillor-at-Large) asked: Does the GSA manage our own social network page, like Facebook or Twitter?

Ashlyn Bernier (President) responded: No, we do not. We have looked at it, but our website is relatively robust and has undergone a major overhaul.

Ellen Schoeck (Executive Director) also responded: Once the outdated structures are fixed, we would take such a proposal to the Board. It would take the GSA staff time to maintain and we have decided to deal with the meat-and-potatoes issues first.

Nathan Andrews (VP Academic): I saw a Facebook page under the GSA name, we have to look into it.

Billal Sultani (Laboratory Medicine and Pathology) asked: Ellen, you said you sent a form about the old GSA. Where was that?

Ellen Schoeck (Executive Director) responded: It was part of the package that went out on Friday. My report was in it.

No further questions.

Adjournment

The meeting was adjourned at 8:38 pm.

Outline of Issue:**Annual Operating and Capital Budgets (2013-14) AND Five-Year Budget/Business Plan****Suggested Motions:**

GSA Council is asked to consider the following Motions:

1. That the GSA Council, acting on the unanimous recommendation of the GSA Board (GSAB) and the GSA Budget Finance Committee (BFC), **approve** the GSA Annual Operating and Capital Budgets (2013-2014) as set out in the left-hand column of 6.5-6.25.

and

2. That the GSA Council, acting on the unanimous recommendation of the GSA Board (GSAB) and the GSA Budget Finance Committee (BFC), **receive for information**, the GSA Five-Year Budget/Business Plan as set out in the left-hand column of 6.26-6.38.

Notes:

- With reference to the attached supporting documents, if you're a numbers person and familiar with the budget, we suggest that you first look at the numbers. But, if you're not a numbers person, we suggest that you first focus on the narrative.
- If approved, the category "miscellaneous expenses" will be removed from the Five-Year Budget/Business Plan moving forward.
- If you have not yet participated in Budget 101 and need a tutorial on the budget, please email the GSA Front Desk at gsa.frontdesk@ualberta.ca.

Jurisdiction:Bylaw Part XII 2.2.3

"The process for approving the budget shall follow the process for approval of expenses as outlined in the Budget Principles, Practices, and Procedures policy."

Policy Manual, Budget Principles, Practices, and Procedures 1.1.j

"In planning and managing its budget, the GSA will ... propose to Council a budget that represents all aspects of the GSA's operations."

Bylaw Part XII 2.2.2

"Upon approval of the draft budget by BFC, BFC shall recommend the draft budget to Council to be approved by Council no later than the March regular meeting of Council."

Bylaw Part VII 3.1.4

"BFC shall review and advise on the rolling 5-year capital plan."

Prepared by C Thomas and E Schoeck for GSA Council 11 Feb 2013

Bylaw Part VII 3.1.5

"BFC shall make recommendations to Council on the annual operating and capital budgets."

The GSA BFC recommended the GSA Five-Year Budget/Business Plan to Council at their meeting of January 16, 2012.

As was the case last year, given that the GSA Board is the "senior administrative authority" (GSA Bylaw Part V, 2.2.1), this recommendation to GSA Council flowed through the GSA Board.

Background:

See President Ashlyn Bernier's budget letter.

GSA Policy Manual, Budget Principles, Practices, and Procedures 1.1.e

"In planning and managing its budget, the GSA will ... facilitate long-term planning by developing a three-to-five year rolling plan for revenue and expenditure."

GSA Policy Manual, Budget Principles, Practices, and Procedures 1.1.f

"In planning and managing its budget, the GSA will ... enable provision of the key financials, budget projections, information notes and any other documentation required by Council, the GSA Board or BFC."

The GSA Board recommended to Council the 2013-2014 GSA operating and capital budgets and **recommend to Council that they receive** the GSA Five-Year Budget/Business Plan at their meeting of January 23, 2013.

TO: Council
FROM: Ashlyn Bernier, GSA President
DATE: January 23, 2013

Dear Council Colleagues,

The GSA 2012-13 Five-Year Business Plan and Annual Operating/Capital Budget are now recommended **unanimously** to Council by the GSA Budget and Finance Committee and the GSA Board.

BACKGROUND

Councilors have heard regularly since the last General Election about the **sorry state of the GSA pre-2010**: three VPs on leave; staff underpaid and working in a disrespectful culture, with no one staying more than one year in the previous 11 years; no job descriptions, no filing system or shared drive; operational processes decades out of date (e.g. no fillable forms, no direct deposit, acceptance of cash for fax and photocopying; no institutional memory; no training program for those interested in running for elected office; no training for elected officials; no lease on our premises; no attention to compliance; and more. Councilors have also had (for the first time) quarterly budget reports and Budget 101 training.

Under the leadership of two teams led by former President Roy Coulthard and my current team, the GSA has turned around. We have had expert support from a strong management team and talented staff, and a helping hand from several university offices. The GSA is now a respected partner in collegial governance, with representation on over 170 committees and similar bodies (up from 40); superb relationships within the university community that have led to, amongst other big wins, a joint funding committee with administration and a Provost Fellow examining supervisory issues; modernized operations (e.g. on-line applications and direct deposit of AEGS grants and awards; office wiki); an office culture that is respectful, celebrates life's important moments (e.g. two PhDs and an MA earned, a staff baby on the way), and which engenders excellence, energy and efficiency; 17 graduate students to date interested in running for elected office this year; a modernized budget and associated processes; and more.

THE LAST TWO BUDGETS

In 2010, our Auditor described the GSA as a house with no plumbing or electricity. We were ignoring our infrastructure. Our fee increases seriously lagged behind our peers. Former President Roy Coulthard and his elected team put forward the first five-year rolling budget for the 2011-12 fiscal year, which involved three consecutive years of fee increases. We are now at the third and last fee increase. Your BFC and Board are in unanimous agreement about the fee increase for next year: \$25, as predicted in the 2011-12 rolling budget plan. **This increase resolves every problem associated with our outdated budget management and gives us the right management and staff complement that will allow your next elected team to redirect its energies from keeping the ship of state afloat to debating new directions/initiatives.**

MY GOAL THIS YEAR

My primary goal during this year in elected office has been to keep the upward trajectory of the GSA going strong. This has meant great effort in securing the GSA's reputation, attracting and retaining an excellent office team, clarifying who does what in a management/governance sense, and making the GSA a place

which exudes excellence. Excellence attracts excellence. I think this is why we have a record number of graduate students interested in joining our executive team.

This has been a year where we have been highly operational and productive while, at the same time, still expending energy on repair of our infrastructure. This repair is still on-going, and you can, for one, expect proposals for reform of bylaw and policy in the next several months. By the time of the 2014-15 budget we should be turned around, presenting a balance budget with only CPI increases needed, and running with only the most normal bumps in the road.

PREPARING THE BUDGET BEFORE YOU

These budget documents went through 16 drafts. Enormous effort has gone into the thinking surrounding the numbers. Our Executive Director and our Chartered Accountant have led a financial team which has devoted hours of thinking and running numbers to shape a robust future for the GSA and to deal with critical issues like cash flow. I have met weekly with the team for several months. We have taken dozens of factors into account, including inflation, projected numbers of graduate students and employment issues.

KEY BUDGET ELEMENTS

- A \$25 fee increase, as planned in 2011 (as the last of three) with only CPI increases after that. There is unanimous approval by BFC and Board that this fee increase will secure our future.
- A surplus this year as opposed to an \$88K deficit because of what we have termed austerity on the management side. This was a recommendation to me of our Executive Director, not to spend the Strategic Initiatives Fund (SIF) on a junior management position, which was targeted to support new programs (e.g. Early Call for Talent, training materials, departmental liaison). The current surplus will be used to build up an adequate reserve for GSA operations. Surpluses should be minimized in future budgets, as a dependable set of historical information builds up so that we can make more accurate projections.
- The Strategic Initiatives Fund (SIF) is dismantled and reallocated primarily to benefits in order to retain staff and management, on unanimous advice from BFC. The old SIF is also reallocated to a new contingency/operating fund.
- A modest benefit plan/payment for NASA-represented staff (set at 8% of salary), with collective agreement negotiations to precede expenditure, as BFC has directed. A fund for one-time annual payments in lieu of RRSP remains, given at the discretion of the ED.
- Modest benefit/plan for managers, (set at 8% of salary), and RRSP payments set at 5% of salary.
- Worker's Compensation coverage.
- A statement about the notional way in which we would divide the Unitized Endowment Pool monies of \$265K, with \$240,588 applied to the Financial Stabilization Fund and \$54,217 to the Legal Defense Fund. This is a great financial win for the GSA.
- A modest increase in travel funds in anticipation of joining national student advocacy association(s).
- Both General Liability and DO insurance coverage has been doubled, at a modest cost, upon professional advice, and which now brings us to the norm of coverage.
- We will be talking with Financial Services about extending our agreement by one year re the schedule of payment of GSA fees; this will ease cash flow issues as we move out of deficit budgets in 2014-15.

This budget and business plan also provides for succession planning as Heather and then Ellen begin to work part-time in 2013-15. Heather reduces from four to three days on March 1, and we anticipate Ellen will begin to work part time in 2014-15. There will be a point at which we peak for one year in management salaries as new staff train under Ellen, Heather and Courtney; the management line then is reduced as Ellen and Heather cut down their time with the GSA.

I look forward to our discussion on February 11 and appreciate the dedication of all Councilors as we jointly rebuild the GSA into a strong, robust force geared to the effective support of 7400 graduate students.

If you were unable to attend the Budget 101 session held prior to the November 19, 2012 Council meeting and need a tutorial on the budget, please email the GSA Front Desk at gsa.frontdesk@ualberta.ca.

Sincerely,
Ashlyn Bernier, GSA President

2013-2014 Restricted and Other Funding Budget and Expenditure Report

Draft 16
23/01/2013

| Account Name and Budget | Brief Description | Narrative |
|---|---|--|
| Restricted and Other Funding | | |
| Temporary Funding from the Provost | | |
| Council Remuneration Student Groups \$4,500 budget | <ul style="list-style-type: none"> • Monies set aside to be shared, proportionally, between Departmental Councillors based on their attendance over the Council year. • Funding from the Provost is received in May and expenses are processed throughout the year. | <ul style="list-style-type: none"> • No significant change to budget. • 2012-2013 budget was \$4,500. |
| Lecture Grants (merged and renamed) | <ul style="list-style-type: none"> • The GSA hosts a grant program for graduate student groups to bring in special guest lecturers or host academic-style events. • Funding from the Provost is received in May and expenses are processed throughout the year. | <ul style="list-style-type: none"> • In 2012-2013 this account was merged with the Student Group Funding Grants account and renamed Academic Student Group Awards. • 2012-2013 budget was \$18,000. |
| Student Group Funding Grants (merged and renamed) | <ul style="list-style-type: none"> • The GSA hosts a grant program for graduate student groups to host social events and support the endeavors of student representation at a departmental or special interest level. • Funding from the Provost is received in May and expenses are processed throughout the year. | <ul style="list-style-type: none"> • In 2012-2013 this account was merged with the Student Group Funding Grants account and renamed Academic Student Group Awards. • 2012-2013 budget was \$2,500. |
| Academic Student Group Awards (new name) \$20,500 budget | | <ul style="list-style-type: none"> • In 2012-2013 this account was created as a merger and renaming of the Lecture and Student Group Funding Grant accounts. • No significant change to budget (when it was Lecture Grants and Student Group Funding Grants). |
| Funding from the Dean of Students and the Dean of FGSR | | |
| Fall, Winter and Departmental | <ul style="list-style-type: none"> • This funding is described in letters/MOUs from TDMMI, Dean of FGSR and Dean of Students and covers, for instance, the expenses | <ul style="list-style-type: none"> • No significant change to budget. • 2012-2013 budget was \$7,500. |

2013-2014 Restricted and Other Funding Budget and Expenditure Report

Draft 16
23/01/2013

| Account Name and Budget | Brief Description | Narrative |
|--|--|---|
| Orientation, Awards Night, and Other Funding Priorities \$7,500 budget | <ul style="list-style-type: none"> of the GSA-hosted fall and winter orientation events for new graduate students. Additionally, each spring the GSA hosts an Awards Night. | |
| Temporary Funding from TDMMI (to 2016) \$4,000 budget | <ul style="list-style-type: none"> TD Meloche Monnex Insurance provides this funding for various events such as Awards Night and Orientation. See MOU for details. | <ul style="list-style-type: none"> 2012-2013 budget was \$2,000. |
| | Fundraised Activity | |
| GSA Handbook/Agenda \$11,000 budget | <ul style="list-style-type: none"> The GSA sells advertising space in the yearly handbook/agenda to subsidize this project. | <ul style="list-style-type: none"> Slight decrease in budget as fewer handbooks will be printed in 2013-2014. 2012-2013 budget was \$12,117 |
| | Academically Employed Graduate Student (AEGS) Projects (Restricted Revenue) | |
| AEGS - Funded Awards handed out at Awards Night \$14,000 budget | <ul style="list-style-type: none"> Funds provide for various awards presented at the annual Awards Night. <i>Revenue received in May and expenses for the Awards Night are processed in the following March.</i> | <ul style="list-style-type: none"> No significant change to budget. 2012-2013 budget was \$14,000. |
| Child Care Grant (previously Child Care Subsidy) \$105,000 budget | <ul style="list-style-type: none"> Graduate students can apply for this subsidy to offset the cost of child care. <i>Revenue received in May and expenses processed throughout the year.</i> | <ul style="list-style-type: none"> No significant change to budget. In 2012-2013 name change occurred (from Child Care Subsidy to Child Care Grant). 2012-2013 budget was \$105,000. |

2013-2014 Restricted and Other Funding Budget and Expenditure Report

Draft 16

23/01/2013

| | | |
|--|---|--|
| <p>Emergency Bursary</p> <p>\$125,000 budget</p> | <ul style="list-style-type: none"> • The Emergency Bursary is a non-repayable bursary for graduate students who need assistance due to an unanticipated emergency. • <i>Revenue received in May and expenses processed throughout the year.</i> | <ul style="list-style-type: none"> • No significant change to budget. • 2012-2013 budget was \$125,000. |
| <p>Professional Development Award (previously Professional Development) Grant</p> <p>\$270,000 budget</p> | <ul style="list-style-type: none"> • Graduate students can apply for this grant to participate in professional development activities such as conferences, research trips, courses, etc. • <i>Revenue received in May and expenses processed throughout the year.</i> | <ul style="list-style-type: none"> • No significant change to budget. • In 2012-2013 name change occurred (from Professional Development Grant to Professional Development Award). • 2012-2013 budget was \$270,000 |

2013-2014 Restricted and Other Funding Budget and Expenditure Report

Draft 16
23/01/2013

| | Other Restricted Funding | |
|---|---|--|
| AGC (Alberta Graduate Council) Fees \$7,523 budget | <ul style="list-style-type: none"> The Alberta Graduate Council, of which the GSA is a member, charges \$1.00 per student per term. This is in part covered by a dedicated fee of \$0.50 per student per term that was implemented by a referendum in 1997. <i>Revenue and the related expenses are processed in October and February.</i> | <ul style="list-style-type: none"> Based on projected student enrollment of 7,523, the GSA will contribute \$7,523 to the AGC Fees (7,523 x \$.50 per term x 2 terms) GSA is planning for a 1% increase each annum to this budget item. In 2012-2013, the budget was set at \$17,170. The budget should only have included the GSA contribution of \$7,449 (based on 7,449 x \$.50 per term x 2 terms). In 2011-2012, the GSA contributed \$7,321 to the Alberta Graduate Council membership out of its operating fund (\$7,200 in 2010-2011). |
| CJSR Fees \$14,140 budget | <ul style="list-style-type: none"> The U of A campus radio station (CJSR), charges \$1.00 per student per term. This is a dedicated fee that was implemented by a referendum in 1999. <i>Revenue and the related expenses are processed in October and February.</i> | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for a 1% increase each annum to this budget item. 2012-2013 budget \$14,000. |
| GSAP (Graduate Students Assistance Program) \$77,770 budget | <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. <i>Revenue and the related expenses are processed in October and February.</i> | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for a 1% increase each annum to this budget item. 2012-2013 budget was \$77,000. |
| Health Plan Revenue \$1,094,840 budget | <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 2012-2013 is \$226.01. <i>Revenue and the related expenses are processed in October, February and March.</i> | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for a 1% increase each annum to this budget item. 2012-2013 budget was \$1,084,000. |
| Dental Plan Revenue \$814,060 budget | <ul style="list-style-type: none"> This is the fee that is charged to students for the Dental part of the Health and Dental plan. The fee for 2012-2013 is \$170.89. <i>Revenue and the related expenses are processed in October, February and March.</i> | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for a 1% increase each annum to this budget item. 2012-2013 budget was \$806,000. |

2013-2014 GSA Operating Budget Narrative (condensed for Council)

Draft 17
01/02/2013

| Account Name and Budget | Brief Description | Narrative and Variance |
|--|---|--|
| REVENUE | | |
| GSA Fees \$1,095,425 budget | <ul style="list-style-type: none"> • The Graduate Students' Association (GSA) is supported by student fees which are assessed and received centrally. The fees received are based on the number of full-time and part-time graduate students attending the UA and the annual fees are approved by GSA Council and the UA Board of Governors. • Based on the two-year funding agreement signed between GSA and UA on April 18, 2012, 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 2013-2014, the projected GSA revenue is \$1,095,425. This is based on funding 6,031 full-time students (6,031 @ \$153.20 per student) and 1,493 part-time students (1,493 @ \$114.90 per student). • For 2012-2013, the projected GSA revenue is \$907,592. This is based on funding 5,971 full-time students (5,971 @ \$128.20 per student) and 1,478 part-time students (1,478 @ \$96.15 per student). • The 2012-2013 student enrolment estimate is in line with the Summary Statistics reported in the 2011 UA Annual report. The report indicated 5,968 full-time graduate students and 1,506 part-time students. |
| Endowment Fund \$12,000 budget | <ul style="list-style-type: none"> • The Unitized Investment Pool (UIP) consists of an initial amount of \$265,000 which provides for annual payments to the GSA by the university. The Association's share in the Pool is increased by its share of investment income in the Pool and decreased by payments from the University. The interest is 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 UIP.)</i> • <i>Information: At this point the fund can notionally be divided into</i> | <ul style="list-style-type: none"> • The GSA received its yearly payment of \$12,299 in May 2012. • 2012-2013 budget was \$10,100. |

2013-2014 GSA Operating Budget Narrative (condensed for Council)

| Account Name and Budget | Brief Description | Narrative and Variance |
|---|---|--|
| | <i>\$240,558 to apply to the Financial Stabilization Fund and \$54,217 against the Legal Defense Fund. At March 31, 2012 the UIP had a market value of \$294,775.</i> | |
| Interest and Investment Income \$6,500 budget | <ul style="list-style-type: none"> Interest on banking balance and investments. This does not include interest on the health and dental investments. | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$6,565. |
| Other Revenue \$1,200 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. | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget \$1,200. |
| GSA GOVERNANCE | | |
| Elected Officials Stipends | | |
| Elected Officials Stipends \$154,451 budget | <ul style="list-style-type: none"> The Elected Officials includes the President, the VP Academic, the VP Student Services, the VP Student Life and the VP Labour. In 2012-2013, the President received an annual stipend of \$36,000 and the four VP positions each receive \$28,800. Note that the stipends are gross stipends and include tax and CPP. Remittances are made on behalf of elected officials from their stipend totals. | <ul style="list-style-type: none"> GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$152,712. |
| Elected Officials Benefits & Deductions | | |
| Employer CPP Contributions \$6,997 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. This line shows the employer's contribution only (not the employee contribution). The employer CPP contributions estimate for 2013-2104 is \$7,000. | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$7,559. |
| Employer EI Contributions | <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. This line shows the employer's contribution only (not the employee contribution). | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. |

2013-2014 GSA Operating Budget Narrative (condensed for Council)

| Account Name and Budget | Brief Description | Narrative and Variance |
|--|---|--|
| \$4,200 budget | <ul style="list-style-type: none"> The employer EI contribution estimate for 2013-2013 is \$4,200 | <ul style="list-style-type: none"> 2012-2013 budget was \$4,261. |
| GSA Health and Dental Plan \$2,085 budget | <ul style="list-style-type: none"> The 2013 rate is \$416.76 per student per annum. This invoice is paid in September. | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 5% increase each annum to this budget item per agreement with StudentCare.networks. 2012-2013 budget was \$1,985. |
| U-Pass \$1,845 budget | <ul style="list-style-type: none"> The U-Pass is set at a proposed \$123.00 each term (subject to approval at referendum). This amount is paid in September and January. | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$1,750. |
| Elected Officials - Other Expenses | | |
| Insurance \$1,900 budget | <ul style="list-style-type: none"> Directors and Officers Liability Insurance. In 2011-2012, \$1,300 was paid for Director and Officer Liability Insurance. | <ul style="list-style-type: none"> Increase based on quote from insurance company to provide appropriate coverage for Director and Officer Liability Insurance. 2012-2013 budget \$1,330. |
| Transition \$3,984 budget | <ul style="list-style-type: none"> To facilitate the transitioning of the five GSA elected officials, this budget line was increased to \$3,900 in 2012-2013. May also be used to fund Early Call for Talent. | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget \$3,900. This expenditure category will be overspent in 2012-2013 as more transitional activities have occurred than originally budgeted. To assist with the transition of elected officials, two former elected officials worked part-time for the GSA in May and June. |
| Appreciation \$515 budget | <ul style="list-style-type: none"> Elected officials recognition in the form of lunches/cards/birthdays. | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget \$505. |

2013-2014 GSA Operating Budget Narrative (condensed for Council)

| Account Name and Budget | Brief Description | Narrative and Variance |
|---|--|--|
| Elected Officials Expenses Discretionary \$1,685 budget | <ul style="list-style-type: none"> Hosting/food/conferences/special functions. President approves expenses of the VPs. | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget \$1,650. |
| Board and Other Committee Expenses \$5,160 budget | <ul style="list-style-type: none"> The cost estimate is based on 52 Board meetings per year at \$99.00 per meeting and occasional meetings of other committees. | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$5,050. |
| Elected Officials Business Travel \$2,043 budget | <ul style="list-style-type: none"> This budget account is to track costs related to business travel by the Elected Officials. | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$2,000. |
| Council Expenses | | |
| Council/Food /Other Expense \$3,350 budget | <ul style="list-style-type: none"> The estimate is based on 12 meetings per year at \$279.00 per meeting. In 2012-2013, the GSA will spend approximately \$3,232 on Council expenses. | <ul style="list-style-type: none"> Increase of \$518 to the budget line as food expenses for the meetings are higher. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$2,832. |
| Council Security \$1,500 budget | <ul style="list-style-type: none"> Commencing Sept 2012 meetings with be held in the Telus Centre and security will be optional as the building is open until 10:00. As Council grows in number we may need to change venues which may incur costs. | <ul style="list-style-type: none"> Overall decrease to this budget line as meetings are held in the Telus Centre and security is not required at this point in time. 2012-2013 budget was \$2,222. |
| Election Expenses \$2,250 budget | <ul style="list-style-type: none"> GSA will reimburse up to \$150.00 per candidate to assist with coverage of election expenses. | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. Election expenses are normally incurred in February. 2012-2013 budget was \$2,200. |

2013-2014 GSA Operating Budget Narrative (condensed for Council)

| Account Name and Budget | Brief Description | Narrative and Variance |
|---|--|--|
| Council Speaker Honorarium \$2,166 budget | <ul style="list-style-type: none"> Speaker is paid an honorarium for each Council meeting (\$150.00 per meeting). | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$2,121. |
| Chief Returning Officer Honorarium \$1,032 budget | <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"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. Honorarium would be paid in Feb/Mar. 2012-2013 budget was \$1,010. |
| GSA ADVOCACY | | |
| Government and External Relations \$3,030 budget | <ul style="list-style-type: none"> Relationship-building between the GSA, government and other organizations, particularly related to advocacy. Usually in the form of hosting, meeting or travel expenses related to advocacy. | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$1,010. |
| University Relations \$1,030 budget | <ul style="list-style-type: none"> Relationship-building between the GSA and university units. Usually in the form of hosting/meeting expenses. | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget \$1,010. |
| Alberta Graduate Council Fees \$7,523 budget | <ul style="list-style-type: none"> The Alberta Graduate Council (AGC), of which the GSA is a member, receives \$1.00 per student per term. This organization does lobbying with the Alberta government and other governance bodies to promote the interests and concerns of graduate students. This lobbying is in part covered by a dedicated fee of \$0.50 per student per term that was implemented by a referendum in 1997. The remaining \$0.50 per student per term is paid out of the GSA operating budget as the "GSA contribution." The budget for this account was moved from GSA Office – Miscellaneous to GSA Advocacy. | <ul style="list-style-type: none"> Based on projected student enrollment of 7,523, the GSA will contribute \$7,523 to the AGC Fees ($7,523 \times \\$0.50 \text{ per term} \times 2 \text{ terms}$) GSA is planning for 2.15% increase each annum to this budget item. In 2011-2012, the GSA contributed \$7,321 to the Alberta Graduate Council membership out of its operating fund (\$7,200 in 2010-2011). In 2012-2013, the budget was set at \$17,170. The budget should only have included the GSA contribution of \$7,449 (based on $(7,449 \times \\$0.50 \text{ per term} \times 2 \text{ terms})$). |

2013-2014 GSA Operating Budget Narrative (condensed for Council)

| Account Name and Budget | Brief Description | Narrative and Variance |
|--|---|--|
| GSA Office – Human Resources | | |
| Staff Represented by NASA \$255,000 budget | <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. • For privacy reasons, an aggregate number is provided for staff salaries. • This is to include approved cost of living increases and one-time payments. | <ul style="list-style-type: none"> • As the GSA strives to meet its mandate, streamline and implement process improvements, the staffing requirement at the GSA is also evolving. • Based on current benchmarked salary levels and projecting an increase of 2.15%, the estimate for salary costs for 2013-2014 is \$255,000. • GSA is planning for 2.15% increase each annum to this budget item. • 2012-2013 budget was \$255,000. |
| Management \$343,200 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 Council. • 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 Accountant and a part-time Financial Manager were hired. The DO position was combined with the new Labour Professional position. • The Director of Operations currently also serves as the Labour Professional and works four days a week (three days a week beginning March 2013). • A half-time position approved in the 2012-2013 budget at \$35,000 and is now the new Associate Director position, and has been augmented to \$50,000 through under expenditure in other areas. This | <ul style="list-style-type: none"> • As the GSA strives to meet its mandate, streamline and implement process improvements, the staffing requirement at the GSA is also evolving. • Based on projected staffing levels, as directed by BFC and GSAB the salary estimate for 2013-2014 is \$343,200. • GSA is planning for 2.15% increase each annum to this budget item. • 2012-2013 budget was \$281,760. |

2013-2014 GSA Operating Budget Narrative (condensed for Council)

| Account Name and Budget | Brief Description | Narrative and Variance |
|--|---|---|
| | position has been benchmarked and is equivalent to a U of A departmental APO with a starting salary of \$62,000. | |
| | Employee Benefits | |
| Employer CPP Contributions \$22,500 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. This line shows the employer's contribution only (not the employee contribution). | <ul style="list-style-type: none"> • GSA is planning for 2.15% increase each annum to this budget item. ▪ For reference in 2011-2012 \$17,966 was spent on the employer CPP contributions. • The 2012-2013 budget of \$31,666 included the employee portion. The budget should only have included the employer portion (and not the employee portion). |
| Employer EI Contributions \$12,100 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. This line shows the employer's contribution only (not the employee contribution). | <ul style="list-style-type: none"> • GSA is planning for 2.15% increase each annum to this budget item. • For reference in 2011-2012 \$9,790 was spent on the employer EI contributions. • The 2012-2013 budget of \$16,389 included the employer portion. The budget should only have included the employer portion (and not the employee portion). |
| GSA Health and Dental Plan \$4,170 budget | <ul style="list-style-type: none"> ▪ The 2013 rate is \$417.00 per staff/elected officials per annum. | <ul style="list-style-type: none"> • Increase as more employees will join the plan in 2013-2014. • GSA is planning for 5% increase each annum to this budget item per agreement with StudentCare.networks. • 2012-2013 budget was \$2,400. |
| | Other HR Expenses | |

2013-2014 GSA Operating Budget Narrative (condensed for Council)

| Account Name and Budget | Brief Description | Narrative and Variance |
|---|---|--|
| Merit Pay/Contractual for Management \$28,200 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. Executive Director declined to have merit pay built into her salary, and to date has not used "other contractual." 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. | <ul style="list-style-type: none"> Consideration is being given to provide other contractual benefits to other management staff. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$28,200. |
| Parental Leave for NASA-Represented Staff \$9,500 budget | <ul style="list-style-type: none"> This funding is for parental leave. A parental leave request will occur for one of the NASA-represented staff in January 2013. This is contractual as per the GSA staff agreement with NASA. | <ul style="list-style-type: none"> The parental leave for one staff is estimated at \$9,500 (50% of monthly salary for 4 months) 2012-2013 budget was \$2,525. |
| Benefit Compensation Options for NASA-Represented Staff \$20,400 budget | <ul style="list-style-type: none"> The GSA is considering offering some affordable benefit options to supplement staff salaries (e.g. RRSP, disability insurance). The plan must also be simple to administer. As a benchmark, benefits at the University of Alberta average 20% of salaries (including health and dental). It will take the GSA a number of years to afford this level of benefit compensation. | <ul style="list-style-type: none"> Recommend that benefit compensation options for NASA-represented staff be established at 8% of salary. Since the GSA is a small, not-for profit, and to facilitate administrative ease, it is recommended that this payment, in lieu of benefits, is processed at calendar year-end. This payment is considered a taxable benefit to the employee. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$10,100. Increase is funded by the dismantling and reallocation of Strategic Initiatives Fund. |
| RRSP Management \$17,160 budget | <ul style="list-style-type: none"> In accordance with the contract, the Executive Director is entitled to an RRSP payment of \$5,000. See additional recommendations to the right. | <ul style="list-style-type: none"> Recommend that RRSP payments for managers are set at 5% of salaries. At the U of A the employer matches the employee RRSP contributions up to 4.5% of salary. |

2013-2014 GSA Operating Budget Narrative (condensed for Council)

| Account Name and Budget | Brief Description | Narrative and Variance |
|---|---|--|
| | | <ul style="list-style-type: none"> GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$11,100. Increase is funded by the dismantling and reallocation of Strategic Initiatives Fund. |
| Benefit Compensation Options for Management \$27,456 budget | <ul style="list-style-type: none"> The GSA is considering offering some affordable benefit options to supplement management salaries (e.g. disability insurance). The plan must also be simple to administer. As a benchmark, benefits at the University of Alberta average 20% of salaries (including health and dental). | <ul style="list-style-type: none"> Recommend that benefit compensation options for management be established at 8% of salary. Since the GSA is a small, not-for profit, and to facilitate administrative ease, it is recommended that this payment, in lieu of benefits, is processed at calendar year-end. This payment is considered a taxable benefit to the employee. GSA is planning for 2.15% increase each annum to this budget item. Increase is funded by the dismantling and reallocation of Strategic Initiatives Fund. |
| Staff Appreciation \$2,200 budget | <ul style="list-style-type: none"> This pool of money is used for recognition of GSA staff members. (Eg. when staff leaves or reach significant benchmarks). | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$2,121. |
| Vacation Payout \$5,000 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. | <ul style="list-style-type: none"> Reduction in budget as ED ensures other managers and staff take their vacation. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$7,020. |
| Professional Expense Allowance \$6,000 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. Unspent funds may be used for other management benefits at the | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$3,222. |

2013-2014 GSA Operating Budget Narrative (condensed for Council)

| Account Name and Budget | Brief Description | Narrative and Variance |
|---|---|---|
| | discretion of the Executive Director. | |
| Workers' Compensation \$5,000 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. | <ul style="list-style-type: none"> Recommend that the GSA enroll in the Workers' Compensation Board-Alberta plan. Increase is funded by the dismantling and reallocation of Strategic Initiatives Fund. |
| Parking \$2,065 budget | <ul style="list-style-type: none"> Contractual arrangement for Executive Director. | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget \$2,020. |

2013-2014 GSA Operating Budget Narrative (condensed for Council)

| GSA Office Administration and Operational Costs | | |
|--|--|---|
| Capital items \$6,000 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. The budget amount of \$2,000 from GSA Office – Service Expenses Refillable Water Station was added to this budget line. | <ul style="list-style-type: none"> GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$4,000. |
| Swag Purchases \$1,525 budget | <ul style="list-style-type: none"> Purchase of swag items for distribution at events. The budget for this account was moved from GSA Office – Miscellaneous to GSA Office Administration and Operational Costs. | <ul style="list-style-type: none"> In 2013-2014 it is recommended that there be a permanent reduction of \$1,000 to the budget. GSA is planning for 2.15% increase each annum to this budget item from 2014-2015 onward. 2012-2013 budget was \$2,525. |
| Telephone & Cable \$4,000 budget | <ul style="list-style-type: none"> Billed monthly. Expenses have been reduced over the past year by removing unneeded telephones. | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$4,500. |
| Postage (Courier) \$300 budget | <ul style="list-style-type: none"> Primarily used for the mailing of the T4As in February and off-campus bill payments. The Courier budget was added to this Postage Account – GSA Office and Administration | <ul style="list-style-type: none"> Anticipating a budget reduction as university HR will produce the T4As in 2014 and make them available on Bear Tracks. 2012-2013 budget \$605. |
| Repair and Maintenance \$810 budget | <ul style="list-style-type: none"> Contingency fund for repair and maintenance of office furniture, appliances and equipment. | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget \$808. |
| Computer Repair and Maintenance \$1,100 budget | <ul style="list-style-type: none"> Contingency fund for computer repair and maintenance but is minimal as in-house IT can do most of this. Includes yearly fee for WIKI database and Google storage. | <ul style="list-style-type: none"> On target 2012-2013 budget \$1,010. |
| Printing (outside printing only) \$760 budget | <ul style="list-style-type: none"> Printing of awards night brochure and certificates. | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$758. |

2013-2014 GSA Operating Budget Narrative (condensed for Council)

| | | |
|---|--|---|
| Photocopier Lease (Office) \$6,700 budget | <ul style="list-style-type: none"> The GSA leases two photocopiers for office use. Billing occurs quarterly along with the public (student) copier lease. The lease term ends April 2015. | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget \$6,700. |
| Photocopier Meter (Office) \$3,000 budget | <ul style="list-style-type: none"> Billed monthly. | <ul style="list-style-type: none"> This expenditure category was increased as usage in 2012-2013 was higher than originally planned. 2012-2013 budget \$1,717. |
| Photocopier Paper (Office) \$800 budget | <ul style="list-style-type: none"> Purchased monthly. | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget \$757. |
| Banking Service Charges \$500 budget | <ul style="list-style-type: none"> Business banking plan fee and corporate MasterCard annual fees. | <ul style="list-style-type: none"> Reduced budget as actual costs in 2011-2012 incurred were \$640. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$1,212. |
| Insurance Office \$620 budget | <ul style="list-style-type: none"> General liability insurance. Insurance review resulted in the doubling of liability at a modest cost increase. | <ul style="list-style-type: none"> Reduced budget as actual costs for insurance in 2012-2013 was \$609 (including increase in liability). GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$1,428. |
| Miscellaneous Office \$1,000 budget | <ul style="list-style-type: none"> Various expenses such as shipping, shredding. | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$1,515. |
| Office Supplies \$1,650 budget | <ul style="list-style-type: none"> General office supplies. | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$1,600. |
| Payroll Service Charges | <ul style="list-style-type: none"> The payroll processing charges to CERIDIAN (payroll service provider). | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this |

2013-2014 GSA Operating Budget Narrative (condensed for Council)

| | | |
|---|---|---|
| \$1,100 budget | | <p>budget item.</p> <ul style="list-style-type: none"> 2012-2013 budget was \$1,000. |
| Courier | <ul style="list-style-type: none"> The Courier account was added to the Postage Account – GSA Office and Administration | |
| | GSA Professional | |
| Financial Auditing \$9,700 budget | <ul style="list-style-type: none"> GSA has an annual audit performed by Peterson Walker. Required by <i>Post-Secondary Learning Act</i> and submitted to the Board of Governors. | <ul style="list-style-type: none"> Increase of \$1,115 in 2013-2014 as the GSA paid \$9,606 in audit fees in 2012-2013. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$8,585. |
| Consultants \$2,000 budget | <ul style="list-style-type: none"> Reduced considerably last year due to increased professional qualifications of management. | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$2,000. |
| Legal Fees - General \$20,000 budget | <ul style="list-style-type: none"> Legal requirements for the general operations and advice on major initiatives such as PAW, operational issues such as bylaw changes, and Human Resources. \$48,700 was spent in 2011-2012; mostly due to PAW so the budget was reduced to \$20,000 in 2012-2013. | <ul style="list-style-type: none"> In 2012-2013 there will be a one-time savings of \$15,000 as there are only anticipated expenditures of \$5,000 on this account. Legal fees are volatile. One legal tangle costs a minimum of \$60,000. This line is thin. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$20,000. 2011-2012 actual \$48,702; 2010-2011 actual \$69,602; 2009-2010 actual \$21,982. |

2013-2014 GSA Operating Budget Narrative (condensed for Council)

| GSA Service Expenses | | |
|--|--|---|
| Grants and Subsidies Expenses | | |
| Academic Workshop Subsidies \$7,738 budget | <ul style="list-style-type: none"> Executive Director and Director of Operations recommended to GSAB and BFC to continue providing these subsidies as students' reviews of the workshops are outstanding. | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$7,575. |
| External Grants Budget removed | <ul style="list-style-type: none"> Not used since 2009. Was previously used to provide external sponsorship to events such as International Students Orientation, etc. | <ul style="list-style-type: none"> In 2012-2013 there will be a one-time savings of \$1,010 as there are no planned expenditures for this account. In 2013-2014 it is recommended that this budget line be removed for a permanent savings of \$1,010. 2012-2013 budget was \$1,010. |
| GSA Service Expenses | | |
| Refillable Water Bottle Station Budget removed | <ul style="list-style-type: none"> Budget of \$2,000 for the Refillable Bottle Station from GSA Office – Service Expenses was added to Capital Items - GSA Office Administration and Operational Costs | <ul style="list-style-type: none"> In 2013-2014, the budget amount of \$2,000 has been added to the Capital Items budget. |
| AMICCUS-C Membership \$525 budget | <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"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget \$505. |
| Food Bank Memorandum of Understanding | <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"> No significant change to budget. 2012-2013 budget was \$9,090. |

2013-2014 GSA Operating Budget Narrative (condensed for Council)

| | | |
|---|--|--|
| \$9,000 budget | | |
| Photocopier Lease (Lounge) \$3,400 budget | <ul style="list-style-type: none"> The GSA leases one photocopier for its (student) photocopy service use. Billing occurs quarterly along with the Office copier lease. The lease term ends April 2015. Approximately \$3,400 in 2015-16 will be saved as lease will not be renewed. | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$3,400. |
| Photocopier Meter (Lounge) \$700 budget | <ul style="list-style-type: none"> Billed monthly. | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$700. |
| Photocopies Paper (Lounge) \$750 budget | <ul style="list-style-type: none"> Purchased monthly. | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget \$750. |
| Awards Night \$6,000 budget | <ul style="list-style-type: none"> Starting in 2012-2013, the event expenses for the Awards Night are now established as a separate budget item (i.e. hard-funded). | <ul style="list-style-type: none"> No significant change to budget. GSA is planning for 2.15% increase each annum to this budget item. 2012-2013 budget was \$6,000. |

2013-2014 GSA Operating Budget Narrative (condensed for Council)

| | GSA Office - Miscellaneous | |
|----------------|---|--|
| Swag Purchases | <ul style="list-style-type: none">Account moved to GSA – Administration and Operational Costs | |
| AGC Fees | <ul style="list-style-type: none">Account moved to GSA - Advocacy | |
| Other | <ul style="list-style-type: none">Account moved and budget incorporated into Operating/Contingency Fund | |

2013-2014 GSA Operating Budget Narrative (condensed for Council)

| | GSA Strategic Initiatives and Operating/Contingency Fund | |
|--|---|---|
| Strategic Initiatives Fund (originally a \$50,000 budget) | <ul style="list-style-type: none"> • Fund is dismantled and reallocated to Benefit Compensation options for staff and management, increase in RRSP payments for management, Operating/Contingency Fund, and the purchase of Workers' Compensation coverage. • The Strategic Initiatives Fund was established in 2010-2011 as the GSA began a major re-build and was in dire need of staff, senior managers, and funds for new strategic initiatives. | |
| Operating /Contingency Fund \$15,000 budget | <ul style="list-style-type: none"> • A contingency fund is simply a fund set aside to handle unexpected expenses that are outside the range of the operating budget, upon recommendation of the President to the Board. | <ul style="list-style-type: none"> • No inflation factor will be applied to this fund. It will remain at \$15,000. |

Five-Year Budget/Business Plan and Annual Operating and Capital Budgets (2013-2014 to 2017-2018)

**GSA FEE - \$25.00 INCREASE IN 2013-2014 AND 2.15 % CPI INCREASE FOR THE NEXT FOUR YEARS
1% INCREASE IN STUDENT ENROLLMENT AND 2.14% INFLATION FACTOR APPLIED TO EXPENSES**

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GSA - Restricted and Other Funding - Expenses

| | 2013-2014 Budget | 2014-2015 Budget | 2015-2016 Budget | 2016-2017 Budget | 2017-2018 Budget | 2012-2013 Forecast | 2011-2012 Actual |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|
| Temporary Funding from the Provost | | | | | | | |
| Council Remuneration Student Groups | 4,500 | 4,500 | 4,500 | 4,500 | 4,500 | 4,500 | 3,678 |
| Lecture Grants (merged with Student Group Funding Grants and renamed) | - | - | - | - | - | 18,000 | 7,573 |
| Student Group Funding Grants (merged with Student Group Funding Grants and renamed) | - | - | - | - | - | 2,500 | 200 |
| Academic Student Group Awards (renamed merger of Lecture and Student Group Funding Grants) | 20,500 | 20,500 | 20,500 | 20,500 | 20,500 | - | - |
| Total Revenue | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 11,451 |
| Funding from the Dean of Students and the Dean of FGSR | | | | | | | |
| Fall, Winter and Departmental Orientation, Awards Night, and Other Funding Priorities | 7,500 | 7,500 | 7,500 | 7,500 | 7,500 | 7,500 | 12,490 |
| Temporary Funding from TDIMM | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 2,000 | 2,000 |
| | 11,500 | 11,500 | 11,500 | 11,500 | 11,500 | 9,500 | 14,490 |
| Fundraised Activity | | | | | | | |
| GSA Handbook | 11,000 | 111,000 | 11,000 | 11,000 | 11,000 | 12,117 | 11,611 |
| AEGS Projects (Restricted Revenue) | | | | | | | |
| AEGS - Funded Awards Handed Out at Awards Night (Restricted) | 14,000 | 14,000 | 14,000 | 14,000 | 14,000 | 14,000 | 13,000 |
| Child Care Grant (previously Child Care Subsidy) | 105,000 | 105,000 | 105,000 | 105,000 | 105,000 | 105,000 | 97,655 |
| Emergency Bursary | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 | 99,131 |
| Professional Development Award (previously Professional Development Grant) | 270,000 | 270,000 | 270,000 | 270,000 | 270,000 | 270,000 | 251,416 |
| | 514,000 | 514,000 | 514,000 | 514,000 | 514,000 | 514,000 | 461,202 |
| Other Restricted Funding | | | | | | | |
| AGC (Alberta Graduate Council) Fees Collected | 7,523 | 7,599 | 7,675 | 7,751 | 7,829 | 7,449 | 7,321 |
| CJSR Fees Collected - \$1.00 per student goes to the radio operation | 14,140 | 14,281 | 14,424 | 14,568 | 14,714 | 14,000 | 14,642 |
| GSAP (Graduate Student Assistance Program) Fees Collected | 77,770 | 78,548 | 79,333 | 80,127 | 80,928 | 77,000 | 75,658 |
| Health Plan Revenue | 1,094,840 | 1,105,788 | 1,116,846 | 1,128,015 | 1,139,295 | 1,084,000 | 1,094,761 |
| Dental Plan Revenue | 814,060 | 822,201 | 830,423 | 838,727 | 847,114 | 806,000 | 812,239 |
| | 2,008,333 | 2,028,417 | 2,048,701 | 2,069,188 | 2,089,880 | 1,988,449 | 2,004,621 |
| | 2,569,833 | 2,689,917 | 2,610,201 | 2,630,688 | 2,651,380 | 2,549,066 | 2,503,375 |

Five-Year Budget/Business Plan and Annual Operating and Capital Budgets (2013-2014 to 2017-2018) ^{6.27}

**GSA FEE - \$25.00 INCREASE IN 2013-2014 AND 2.15 % CPI INCREASE FOR THE NEXT FOUR YEARS
1% INCREASE IN STUDENT ENROLLMENT AND 2.15% INFLATION FACTOR APPLIED TO EXPENSES**

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HIGH LEVEL SUMMARY

| | 2012 -2013 Budget | 2013-2014 Budget | 2014-2015 Budget | 2015-2016 Budget | 2016-2017 Budget | 2017-2018 Budget | 2012-2013 Forecast | 2011-2012 Actual |
|---|----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|
| REVENUE | | | | | | | | |
| GSA Fees Revenue | 907,592 | 1,095,425 | 1,130,167 | 1,166,010 | 1,202,990 | 1,241,143 | 907,592 | 681,032 |
| Investment Revenue | 16,665 | 18,500 | 18,898 | 19,304 | 19,719 | 20,143 | 18,864 | 19,147 |
| Other Revenue | 1,200 | 1,200 | 1,226 | 1,252 | 1,279 | 1,307 | 4,009 | 11,265 |
| Total Revenue | 925,457 | 1,115,125 | 1,150,290 | 1,186,566 | 1,223,988 | 1,262,592 | 930,465 | 711,444 |
| EXPENSES | | | | | | | | |
| Governance | 193,087 | 195,163 | 199,418 | 203,768 | 208,214 | 212,760 | 189,029 | 180,121 |
| Advocacy | 19,190 | 11,583 | 11,746 | 11,911 | 12,079 | 12,250 | 9,469 | 8,258 |
| Human Resources | 653,523 | 759,951 | 812,518 | 780,344 | 797,252 | 814,531 | 602,700 | 516,715 |
| Office Administration | 30,135 | 29,865 | 30,507 | 31,163 | 31,833 | 32,517 | 25,936 | 23,319 |
| Professional | 30,585 | 31,700 | 32,382 | 33,078 | 33,789 | 34,515 | 13,501 | 68,103 |
| Services Expenses | 32,226 | 28,113 | 28,420 | 23,883 | 24,203 | 24,530 | 28,052 | 21,531 |
| Miscellaneous Expenses | - | - | - | - | - | - | - | - |
| | 958,746 | 1,056,375 | 1,114,990 | 1,084,146 | 1,107,370 | 1,131,102 | 868,687 | 818,047 |
| Sub-total | (33,289) | 58,750 | 35,300 | 102,420 | 116,618 | 131,490 | 61,778 | (106,603) |
| Strategic Initiatives Fund | 50,000 | - | - | - | - | - | 9,950 | 32,354 |
| Operating/Contingency Fund | 5,050 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 4,968 | 4,350 |
| Sub-total | 55,050 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 14,918 | 36,704 |
| (Expenditures Exceed Revenues) /Revenues Exceed Expenditures | (88,339) | 43,750 | 20,300 | 87,420 | 101,618 | 116,490 | 46,860 | (143,307) |

Five-Year Budget/Business Plan and Annual Operating and Capital Budgets (2013-2014 to 2017-2018)

**GSA FEE - \$25.00 INCREASE IN 2013-2014 AND 2.15 % CPI INCREASE FOR THE NEXT FOUR YEARS
1% INCREASE IN STUDENT ENROLLMENT AND 2.15% INFLATION FACTOR APPLIED TO EXPENSES**

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GSA Revenue

| | 2012 -2013 | 2013-2014 | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2012-2013 | 2011-2012 |
|---|----------------|------------------|------------------|------------------|------------------|------------------|----------------|----------------|
| | Budget | Budget | Budget | Budget | Budget | Budget | Forecast | Actual |
| GSA Fees (see below for detailed calculations) | 907,592 | 1,095,425 | 1,130,167 | 1,166,010 | 1,202,990 | 1,241,143 | 907,592 | 681,032 |
| Investment Revenue | | | | | | | | |
| Endowment Fund | 10,100 | 12,000 | 12,258 | 12,522 | 12,791 | 13,066 | 12,299 | 12,274 |
| Interest and Investment Income | 6,565 | 6,500 | 6,640 | 6,783 | 6,928 | 7,077 | 6,565 | 6,873 |
| | 16,665 | 18,500 | 18,898 | 19,304 | 19,719 | 20,143 | 18,864 | 19,147 |
| Other Revenue | 1,200 | 1,200 | 1,226 | 1,252 | 1,279 | 1,307 | 4,009 | 11,265 |
| Total | 925,457 | 1,115,125 | 1,150,290 | 1,186,566 | 1,223,988 | 1,262,592 | 930,465 | 711,444 |

| GSA Fees (Calculations) | | | | | | | | |
|---|---------|-----------|-----------|-----------|-----------|-----------|---------|---------|
| Number of Full-time students (estimate) | 5,971 | 6,031 | 6,091 | 6,152 | 6,213 | 6,276 | 5,971 | 5,841 |
| Fees (per annum per student) | 128.20 | 153.20 | 156.49 | 159.86 | 163.30 | 166.81 | 128.20 | 98.20 |
| | 765,526 | 923,905 | 953,206 | 983,437 | 1,014,627 | 1,046,806 | 765,526 | 573,586 |
| Number of Part-time students (estimate) | 1,478 | 1,493 | 1,508 | 1,523 | 1,538 | 1,553 | 1,478 | 1,459 |
| Fees (per annum per student) | 96.15 | 114.90 | 117.37 | 119.89 | 122.47 | 125.10 | 96.15 | 73.65 |
| | 142,066 | 171,520 | 176,960 | 182,572 | 188,363 | 194,337 | 142,066 | 107,446 |
| | 907,592 | 1,095,425 | 1,130,167 | 1,166,010 | 1,202,990 | 1,241,143 | 907,592 | 681,032 |

Five-Year Budget/Business Plan and Annual Operating and Capital Budgets (2013-2014 to 2017-2018)

GSA FEE - \$25.00 INCREASE IN 2013-2014 AND 2.15 % CPI INCREASE FOR THE NEXT FOUR YEARS
 1% INCREASE IN STUDENT ENROLLMENT AND 2.15% INFLATION FACTOR APPLIED TO EXPENSES

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GSA Governance

| | 2012 -2013 | 2013-2014 | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2012-2013 | 2011-2012 |
|---|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|
| | Budget | Budget | Budget | Budget | Budget | Budget | Forecast | Actual |
| Elected Officials Stipends | | | | | | | | |
| Elected Officials Stipends | 116,352 | 117,677 | 120,207 | 122,792 | 125,432 | 128,128 | 115,200 | 115,200 |
| President Stipend | 36,360 | 36,774 | 37,565 | 38,372 | 39,197 | 40,040 | 36,000 | 36,000 |
| | 152,712 | 154,451 | 157,772 | 161,164 | 164,629 | 168,168 | 151,200 | 151,200 |
| Elected Officials Benefits & Deductions | | | | | | | | |
| Employer CPP Contributions | 7,559 | 6,997 | 7,147 | 7,301 | 7,458 | 7,618 | 6,741 | 6,424 |
| Employer EI Contributions | 4,261 | 4,200 | 4,290 | 4,383 | 4,477 | 4,573 | 3,931 | 3,675 |
| GSA Health and Dental Plan | 1,985 | 2,085 | 2,189 | 2,299 | 2,414 | 2,534 | 1,985 | 1,725 |
| U-Pass | 1,750 | 1,845 | 1,885 | 1,925 | 1,967 | 2,009 | 1,750 | 1,042 |
| | 15,555 | 15,127 | 15,511 | 15,907 | 16,315 | 16,734 | 14,407 | 12,866 |
| Elected Officials - Other Expenses | | | | | | | | |
| Insurance (<i>Director and Officer Liability Insurance</i>) | 1,330 | 1,900 | 1,941 | 1,983 | 2,025 | 2,069 | 1,900 | 1,357 |
| Transition | 3,900 | 3,984 | 4,070 | 4,157 | 4,247 | 4,338 | 5,105 | 479 |
| Appreciation | 505 | 515 | 526 | 537 | 549 | 561 | 485 | - |
| Elected Officials Expenses Discretionary | 1,650 | 1,685 | 1,721 | 1,758 | 1,796 | 1,835 | 548 | 573 |
| Board Expenses | 5,050 | 5,160 | 5,271 | 5,384 | 5,500 | 5,618 | 4,396 | 4,097 |
| Elected Officials Business Travel | 2,000 | 2,043 | 2,087 | 2,132 | 2,178 | 2,224 | 2,000 | 2,294 |
| | 14,435 | 15,287 | 15,616 | 15,951 | 16,294 | 16,645 | 14,434 | 8,800 |
| Council Expenses | | | | | | | | |
| Council/Food /Other Expense | 2,832 | 3,350 | 3,422 | 3,496 | 3,571 | 3,648 | 3,163 | 1,998 |
| Council Security | 2,222 | 1,500 | 1,532 | 1,565 | 1,599 | 1,633 | 965 | 2,225 |
| Election Expenses | 2,200 | 2,250 | 2,298 | 2,348 | 2,398 | 2,450 | 2,200 | 232 |
| Council Speaker Honorarium | 2,121 | 2,166 | 2,213 | 2,260 | 2,309 | 2,358 | 1,650 | 1,800 |
| Chief Returning Officer Honorarium | 1,010 | 1,032 | 1,054 | 1,077 | 1,100 | 1,124 | 1,010 | 1,000 |
| | 10,385 | 10,298 | 10,519 | 10,746 | 10,977 | 11,213 | 8,988 | 7,255 |
| Total | 193,087 | 195,163 | 199,418 | 203,768 | 208,214 | 212,760 | 189,029 | 180,121 |

Five-Year Budget/Business Plan and Annual Operating and Capital Budgets (2013-2014 to 2017-2018)

GSA FEE - \$25.00 INCREASE IN 2013-2014 AND 2.15 % CPI INCREASE FOR THE NEXT FOUR YEARS
 1% INCREASE IN STUDENT ENROLLMENT AND 2.15% INFLATION FACTOR APPLIED TO EXPENSES

DRAFT 16

GSA Advocacy

| | 2012 -2013 | 2013-2014 | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2012-2013 | 2011-2012 |
|-----------------------------------|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | Budget | Budget | Budget | Budget | Budget | Budget | Forecast | Actual |
| Advocacy | | | | | | | | |
| Government and External Relations | 1,010 | 3,030 | 3,095 | 3,162 | 3,230 | 3,299 | 1,010 | 679 |
| University Relations | 1,010 | 1,030 | 1,052 | 1,075 | 1,098 | 1,121 | 1,010 | 258 |
| Alberta Graduate Council Fees | 17,170 | 7,523 | 7,599 | 7,675 | 7,751 | 7,829 | 7,449 | 7,321 |
| | 19,190 | 11,583 | 11,746 | 11,911 | 12,079 | 12,250 | 9,469 | 8,258 |

Five-Year Budget/Business Plan and Annual Operating and Capital Budgets (2013-2014 to 2017-2018)

**GSA FEE - \$25.00 INCREASE IN 2013-2014 AND 2.15 % CPI INCREASE FOR THE NEXT FOUR YEARS
1% INCREASE IN STUDENT ENROLLMENT AND 2.15% INFLATION FACTOR APPLIED TO EXPENSES**

DRAFT 16

GSA Office - Human Resources

| | 2012-2013 | 2013-2014 | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2012-2013 | 2011-2012 |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | Budget | Budget | Budget | Budget | Budget | Budget | Forecast | Actual |
| Staff Represented by NASA | 255,000 | 255,000 | 260,483 | 266,083 | 271,804 | 277,647 | 250,613 | 252,260 |
| Management | 281,760 | 343,200 | 381,720 | 349,300 | 356,810 | 364,481 | 272,413 | 209,142 |
| Employee Benefits | | | | | | | | |
| Employer CPP Contributions | 31,666 | 22,500 | 23,667 | 21,657 | 22,122 | 22,598 | 17,859 | 17,966 |
| Employer EI Contributions | 16,389 | 12,100 | 12,597 | 11,527 | 11,775 | 12,028 | 9,611 | 9,790 |
| GSA Health and Dental Plan | 2,400 | 4,170 | 4,379 | 4,597 | 4,827 | 5,069 | 2,381 | 2,689 |
| Other HR Expenses | 50,455 | 38,770 | 40,642 | 37,781 | 38,724 | 39,694 | 29,851 | 30,445 |
| Merit Pay/Contractual For Management | 28,200 | 28,200 | 28,806 | 29,426 | 30,058 | 30,705 | 21,964 | 10,976 |
| Parental Leave for NASA-Represented Staff | 2,525 | 9,500 | 9,704 | 9,913 | 10,126 | 10,344 | 6,300 | - |
| Benefit Compensation Options for NASA-Represented Staff (8% of salary) | 10,100 | 20,400 | 20,839 | 21,287 | 21,744 | 22,212 | - | - |
| RRSP Management (5% of salary) | 11,100 | 17,160 | 19,086 | 17,465 | 17,840 | 18,224 | 11,100 | 5,300 |
| Benefit Compensation Options for Management (8% of salary) | - | 27,456 | 30,538 | 27,944 | 28,545 | 29,159 | - | - |
| Staff Appreciation | 2,121 | 2,200 | 2,247 | 2,296 | 2,345 | 2,395 | 1,764 | 1,597 |
| Vacation Payout | 7,020 | 5,000 | 5,108 | 5,217 | 5,329 | 5,444 | 3,491 | 4,335 |
| Professional Expense Allowance | 3,222 | 6,000 | 6,129 | 6,261 | 6,395 | 6,533 | 3,184 | 1,701 |
| Workers' Compensation | - | 5,000 | 5,108 | 5,217 | 5,329 | 5,444 | - | - |
| Parking | 2,020 | 2,065 | 2,109 | 2,155 | 2,201 | 2,248 | 2,020 | 959 |
| | 66,308 | 122,981 | 129,673 | 127,180 | 129,914 | 132,707 | 49,823 | 24,868 |
| | 653,523 | 759,951 | 812,518 | 780,344 | 797,252 | 814,531 | 602,700 | 516,715 |

Five-Year Budget/Business Plan and Annual Operating and Capital Budgets (2013-2014 to 2017-2018)

GSA FEE - \$25.00 INCREASE IN 2013-2014 AND 2.15 % CPI INCREASE FOR THE NEXT FOUR YEARS

DRAFT 16

1% INCREASE IN STUDENT ENROLLMENT AND 2.15% INFLATION FACTOR APPLIED TO EXPENSES

GSA Office Administration and Operational Costs

| | 2012-2013 | 2013-2014 | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2012-2013 | 2011-2012 |
|----------------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| | Budget | Budget | Budget | Budget | Budget | Budget | Forecast | Actual |
| Capital Items | 4,000 | 6,000 | 6,129 | 6,261 | 6,395 | 6,533 | 4,000 | - |
| Swag Purchases | 2,525 | 1,525 | 1,558 | 1,591 | 1,625 | 1,660 | - | 520 |
| Telephone & Cable | 4,500 | 4,000 | 4,086 | 4,174 | 4,264 | 4,355 | 3,446 | 4,621 |
| Postage (Courier) | 605 | 300 | 306 | 313 | 320 | 327 | 605 | 620 |
| Repair and Maintenance | 808 | 810 | 827 | 845 | 863 | 882 | 808 | 523 |
| Computer Repair and Maintenance | 1,010 | 1,100 | 1,124 | 1,148 | 1,172 | 1,198 | 1,010 | 1,209 |
| Printing (outside printing only) | 758 | 760 | 776 | 793 | 810 | 827 | 758 | 580 |
| Photocopier Lease (Office) | 6,700 | 6,700 | 6,844 | 6,991 | 7,142 | 7,295 | 6,713 | 6,353 |
| Photocopier Meter (Office) | 1,717 | 3,000 | 3,065 | 3,130 | 3,198 | 3,266 | 2,875 | 2,262 |
| Photocopier Paper (Office) | 757 | 800 | 817 | 835 | 853 | 871 | 757 | 394 |
| Banking Service Charges | 1,212 | 500 | 511 | 522 | 533 | 544 | 240 | 640 |
| Insurance Office | 1,428 | 620 | 633 | 647 | 661 | 675 | 609 | 1,103 |
| Miscellaneous Office | 1,515 | 1,000 | 1,022 | 1,043 | 1,066 | 1,089 | 1,515 | 1,015 |
| Office Supplies | 1,600 | 1,650 | 1,685 | 1,722 | 1,759 | 1,797 | 1,600 | 3,479 |
| Payroll Service Charges | 1,000 | 1,100 | 1,124 | 1,148 | 1,172 | 1,198 | 1,000 | - |
| Courier | - | - | - | - | - | - | - | - |
| | 30,135 | 29,865 | 30,507 | 31,163 | 31,833 | 32,517 | 25,936 | 23,319 |

Five-Year Budget/Business Plan and Annual Operating and Capital Budgets (2013-2014 to 2017-2018)

**GSA FEE - \$25.00 INCREASE IN 2013-2014 AND 2.15 % CPI INCREASE FOR THE NEXT FOUR YEARS
1% INCREASE IN STUDENT ENROLLMENT AND 2.15% INFLATION FACTOR APPLIED TO EXPENSES**

DRAFT 16

GSA Professional

| | 2012-2013 | 2013-2014 | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2012-2013 | 2011-2012 |
|----------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | Budget | Budget | Budget | Budget | Budget | Budget | Forecast | Actual |
| Financial Auditing | 8,585 | 9,700 | 9,909 | 10,122 | 10,339 | 10,561 | 9,608 | 9,400 |
| Consultants | 2,000 | 2,000 | 2,043 | 2,087 | 2,132 | 2,178 | 465 | 10,000 |
| Legal Fees - General | 20,000 | 20,000 | 20,430 | 20,869 | 21,318 | 21,776 | 3,428 | 48,703 |
| | 30,585 | 31,700 | 32,382 | 33,078 | 33,789 | 34,515 | 13,501 | 68,103 |

Five-Year Budget/Business Plan and Annual Operating and Capital Budgets (2013-2014 to 2017-2018)

**GSA FEE - \$25.00 INCREASE IN 2013-2014 AND 2.15 % CPI INCREASE FOR THE NEXT FOUR YEARS
1% INCREASE IN STUDENT ENROLLMENT AND 2.15% INFLATION FACTOR APPLIED TO EXPENSES**

DRAFT 16

GSA Service Expenses

| | 2012-2013 Budget | 2013-2014 Budget | 2014- 2015 Budget | 2015- 2016 Budget | 2016- 2017 Budget | 2017- 2018 Budget | 2012-2013 Forecast | 2011-2012 Actual |
|--------------------------------------|---------------------|---------------------|-------------------------|-------------------------|-------------------------|-------------------------|-----------------------|---------------------|
| Grants and Subsidies Expenses | | | | | | | | |
| Academic Workshop Subsidies | 7,575 | 7,738 | 7,904 | 8,074 | 8,248 | 8,425 | 7,575 | 7,220 |
| External Grants | 1,010 | - | - | - | - | - | - | - |
| Grant Expenses | 8,585 | 7,738 | 7,904 | 8,074 | 8,248 | 8,425 | 7,575 | 7,220 |
| Other Expenses | | | | | | | | |
| Refillable Water Bottle Station | 2,020 | - | - | - | - | - | 523 | - |
| AMICCUS-C Membership | 505 | 525 | 536 | 548 | 560 | 572 | 412 | 412 |
| Food Bank Contract | 9,090 | 9,000 | 9,000 | 9,000 | 9,000 | 9,000 | 9,000 | 9,000 |
| Photocopier Lease (Lounge) | 3,400 | 3,400 | 3,400 | - | - | - | 3,356 | 3,717 |
| Photocopier Meter (Lounge) | 1,616 | 700 | 700 | - | - | - | 584 | 751 |
| Photocopies Paper (Lounge) | 1,010 | 750 | 750 | - | - | - | 602 | 431 |
| Awards Night | 6,000 | 6,000 | 6,129 | 6,261 | 6,395 | 6,533 | 6,000 | - |
| | 23,641 | 20,375 | 20,515 | 15,809 | 15,955 | 16,105 | 20,477 | 14,311 |
| | 32,226 | 28,113 | 28,420 | 23,883 | 24,203 | 24,530 | 28,052 | 21,531 |

Five-Year Budget/Business Plan and Annual Operating and Capital Budgets (2013-2014 to 2017-2018)

**GSA FEE - \$25.00 INCREASE IN 2013-2014 AND 2.15 % CPI INCREASE FOR THE NEXT FOUR YEARS
1% INCREASE IN STUDENT ENROLLMENT AND 2.15% INFLATION FACTOR APPLIED TO EXPENSES**

DRAFT 16

GSA Office - Miscellaneous

| | 2012 -2013 | 2013-2014 | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2012-2013 | 2011-2012 |
|--|------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | Budget | Budget | Budget | Budget | Budget | Budget | Forecast | Actual |
| Swag Purchases | - | - | - | - | - | - | - | - |
| Alberta Graduate Council Fees - AGC Fees | - | - | - | - | - | - | - | - |
| Other | - | - | - | - | - | - | - | - |
| | - | - | - | - | - | - | - | - |

Five-Year Budget/Business Plan and Annual Operating and Capital Budgets (2013-2014 to 2017-2018)

**GSA FEE - \$25.00 INCREASE IN 2013-2014 AND 2.15 % CPI INCREASE FOR THE NEXT FOUR YEARS
1% INCREASE IN STUDENT ENROLLMENT AND 2.15% INFLATION FACTOR APPLIED TO EXPENSES**

DRAFT 16

GSA Strategic Initiatives and Operating/Contingency Fund

| | 2012-2013 | 2013-2014 | 2014-2015 | 2015-2016 | 2016-2017 | 2017-2018 | 2012-2013 | 2011-2012 |
|----------------------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| | Budget | Budget | Budget | Budget | Budget | Budget | Forecast | Actual |
| Strategic Initiatives Fund | 50,000 | - | - | - | - | - | 9,950 | 32,354 |
| Operating/Contingency Fund | 5,050 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 4,968 | 4,350 |
| | 55,050 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 14,918 | 36,704 |

Five-Year Budget/Business Plan and Annual Operating and Capital Budgets (2013-2014 to 2017-2018)

**GSA FEE - \$25.00 INCREASE IN 2013-2014 AND 2.15 % CPI INCREASE FOR THE NEXT FOUR YEARS
1% INCREASE IN STUDENT ENROLLMENT AND 2.14% INFLATION FACTOR APPLIED TO EXPENSES**

DRAFT 16

GSA - Restricted and Other Funding - Revenue

| | Events, Projects and Activities | | | |
|--|---------------------------------|---------------|---------------|----------|
| | Budget | Revenue | Expenses | Net |
| Temporary Funding from the Provost | | | | |
| Council Remuneration Student Groups | 4,500 | 4,500 | 4,500 | - |
| Lecture Grants (merged with Student Group Funding Grants and renamed) | - | - | - | - |
| Student Group Funding Grants (merged with Student Group Funding Grants and renamed) | - | - | - | - |
| Academic Student Group Awards (renamed merger of Lecture and Student Group Funding Grants) | 20,500 | 20,500 | 20,500 | - |
| Total Revenue | 25,000 | 25,000 | 25,000 | - |
| Funding from the Dean of Students and the Dean of FGSR | | | | |
| Fall, Winter and Departmental Orientation, Awards Night, and Other Funding Priorities | 7,500 | 7,500 | 7,500 | - |
| Temporary Funding from TDIMM | 4,000 | 4,000 | 4,000 | - |
| | 11,500 | 11,500 | 11,500 | - |
| Fundraised Activity | | | | |
| GSA Handbook | 11,000 | 11,000 | 11,000 | - |
| AEGS Projects (Restricted Revenue) | | | | |
| AEGS - Funded Awards Handed Out at Awards Night (Restricted) | 14,000 | 14,000 | 14,000 | - |
| Child Care Grant (previously Child Care Subsidy) | 105,000 | 105,000 | 105,000 | - |
| Emergency Bursary | 125,000 | 125,000 | 125,000 | - |
| Professional Development Award (previously Professional Development Grant) | 270,000 | 270,000 | 270,000 | - |
| | 514,000 | 514,000 | 514,000 | - |
| Other Restricted Funding | | | | |
| AGC (Alberta Graduate Council) Fees Collected | 7,523 | 7,523 | 7,523 | - |
| CJSR Fees Collected - \$1.00 per student goes to the radio operation | 14,140 | 14,140 | 14,140 | - |
| GSAP (Graduate Student Assistance Program) Fees Collected | 77,770 | 77,770 | 77,770 | - |
| Health Plan Revenue | 1,094,840 | 1,094,840 | 1,094,840 | - |
| Dental Plan Revenue | 814,060 | 814,060 | 814,060 | - |
| | 2,008,333 | 2,008,333 | 2,008,333 | - |
| | 2,569,833 | 2,569,833 | 2,569,833 | - |

Five-Year Budget/Business Plan and Annual Operating and Capital Budgets (2013-2014 to 2017-2018)

GSA FEE - \$25.00 INCREASE IN 2013-2014 AND 2.15 % CPI INCREASE FOR THE NEXT FOUR YEARS
 1% INCREASE IN STUDENT ENROLLMENT AND 2.14% INFLATION FACTOR APPLIED TO EXPENSES

DRAFT 16

GSA - Restricted and Other Funding - Revenue

| | 2013-2014 Budget | 2014-2015 Budget | 2015-2016 Budget | 2016-2017 Budget | 2017-2018 Budget | 2012-2013 Forecast | 2011-2012 Actual |
|--|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|
| Temporary Funding from the Provost | | | | | | | |
| Council Remuneration Student Groups | 4,500 | 4,500 | 4,500 | 4,500 | 4,500 | 4,500 | 4,500 |
| Lecture Grants (merged with Student Group Funding Grants and renamed) | - | - | - | - | - | 18,000 | 18,000 |
| Student Group Funding Grants (merged with Student Group Funding Grants and renamed) | - | - | - | - | - | 2,500 | 2,500 |
| Academic Student Group Awards (renamed merger of Lecture and Student Group Funding Grants) | 20,500 | 20,500 | 20,500 | 20,500 | 20,500 | - | - |
| Total Revenue | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Funding from the Dean of Students and the Dean of FGSR | | | | | | | |
| Temporary Funding from TDIMM | 7,500 | 7,500 | 7,500 | 7,500 | 7,500 | 11,650 | 12,550 |
| | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 | 4,000 |
| | 11,500 | 11,500 | 11,500 | 11,500 | 11,500 | 15,650 | 16,550 |
| Fundraised Activity | | | | | | | |
| GSA Handbook | 11,000 | 111,000 | 11,000 | 11,000 | 11,000 | 11,090 | 12,715 |
| Fall, Winter and Departmental Orientation, Awards Night, and Other Funding Priorities | | | | | | | |
| AEGS Projects (Restricted Revenue) | | | | | | | |
| AEGS - Funded Awards Handed Out at Awards Night (Restricted) | 14,000 | 14,000 | 14,000 | 14,000 | 14,000 | 14,000 | 13,000 |
| Child Care Grant (previously Child Care Subsidy) | 105,000 | 105,000 | 105,000 | 105,000 | 105,000 | 105,000 | 97,655 |
| Emergency Bursary | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 | 99,131 |
| Professional Development Award (previously Professional Development Grant) | 270,000 | 270,000 | 270,000 | 270,000 | 270,000 | 270,000 | 251,416 |
| | 514,000 | 514,000 | 514,000 | 514,000 | 514,000 | 514,000 | 461,202 |
| Other Restricted Funding | | | | | | | |
| AGC (Alberta Graduate Council) Fees Collected | 7,523 | 7,599 | 7,675 | 7,751 | 7,829 | 7,449 | 7,321 |
| CJSR Fees Collected - \$1.00 per student goes to the radio operation | 14,140 | 14,281 | 14,424 | 14,568 | 14,714 | 14,000 | 14,642 |
| GSAP (Graduate Student Assistance Program) Fees Collected | 77,770 | 78,548 | 79,333 | 80,127 | 80,928 | 77,000 | 75,658 |
| Health Plan Revenue | 1,094,840 | 1,105,788 | 1,116,846 | 1,128,015 | 1,139,295 | 1,084,000 | 1,060,953 |
| Dental Plan Revenue | 814,060 | 822,201 | 830,423 | 838,727 | 847,114 | 806,000 | 801,311 |
| | 2,008,333 | 2,028,417 | 2,048,701 | 2,069,188 | 2,089,880 | 1,988,449 | 1,959,885 |
| | 2,569,833 | 2,689,917 | 2,610,201 | 2,630,688 | 2,651,380 | 2,554,189 | 2,475,352 |

Outline of Issue:**GSA 2012-2013 Budget and Expenditure (Quarterly) Report****Suggested Motion:**

GSA Council is asked to consider the following Motion:

That the GSA Council, acting on the unanimous recommendation of the GSA Board (GSAB) and the GSA Budget Finance Committee (BFC) **receive for information** the GSA 2012-2013 Budget and Expenditure (Quarterly) Report.

Jurisdiction:Bylaw Part V 3.1:

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

Policy Manual, Budget Principles, Practices, and Procedures 2.5.a

"The Director of Finance [now GSA Accountant] will prepare a quarterly report which will first be submitted to the GSA President and then to the Board, BFC and Council. It is suggested that these reports be organized by budget divisions and lines, with the following formation in easy-to-follow columns: current budget; percent spent to date; percent spent to date in previous year(s); informative comment on any variance or approved relocation. All such reports will be compliant with Alberta's Personal Information Privacy Act and other applicable laws."

Background:**THE LAST QUARTERLY REPORTS ON THE GSA BUDGET WERE PRESENTED TO COUNCIL IN SEPTEMBER AND NOVEMBER 2012.**

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.

As per Bylaw Part VII 3.1.3 (*"BFC shall **review and discuss** quarterly reports on expenses and revenues; these reports will 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"*), the GSA BFC reviewed and discussed the GSA 2012-2013 Budget and Expenditure (Quarterly) Report at the meeting of January 16, 2013.

The Quarterly Report before Council was **received for information** by the GSA Board at a meeting held on January 23, 2013.

The GSA Accountant and GSA Financial and Operations Manager agree that the GSA's budget is on track and there are no issues of concern.

QUARTERLY FINANCIAL REPORT (HIGH LEVEL SUMMARY)

Five-Year Budget/Business Plan and Annual Operating and Capital Budgets (2013-2014 to 2017-2018) 7.1

GSA FEE - \$25.00 INCREASE IN 2013-2014 AND 2.15 % CPI INCREASE FOR THE NEXT FOUR YEARS
 1% INCREASE IN STUDENT ENROLLMENT AND 2.15% INFLATION FACTOR APPLIED TO EXPENSES

DRAFT 16

HIGH LEVEL SUMMARY

| | 2012 -2013 Budget | 2013-2014 Budget | 2014-2015 Budget | 2015-2016 Budget | 2016-2017 Budget | 2017-2018 Budget | 2012-2013 Forecast | 2011-2012 Actual |
|---|----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------|---------------------|
| REVENUE | | | | | | | | |
| GSA Fees Revenue | 907,592 | 1,095,425 | 1,130,167 | 1,166,010 | 1,202,990 | 1,241,143 | 907,592 | 681,032 |
| Investment Revenue | 16,665 | 18,500 | 18,898 | 19,304 | 19,719 | 20,143 | 18,864 | 19,147 |
| Other Revenue | 1,200 | 1,200 | 1,226 | 1,252 | 1,279 | 1,307 | 4,009 | 11,265 |
| Total Revenue | 925,457 | 1,115,125 | 1,150,290 | 1,186,566 | 1,223,988 | 1,262,592 | 930,465 | 711,444 |
| EXPENSES | | | | | | | | |
| Governance | 193,087 | 195,163 | 199,418 | 203,768 | 208,214 | 212,760 | 189,029 | 180,121 |
| Advocacy | 19,190 | 11,583 | 11,746 | 11,911 | 12,079 | 12,250 | 9,469 | 8,258 |
| Human Resources | 653,523 | 759,951 | 812,518 | 780,344 | 797,252 | 814,531 | 602,700 | 516,715 |
| Office Administration | 30,135 | 29,865 | 30,507 | 31,163 | 31,833 | 32,517 | 25,936 | 23,319 |
| Professional | 30,585 | 31,700 | 32,382 | 33,078 | 33,789 | 34,515 | 13,501 | 68,103 |
| Services Expenses | 32,226 | 28,113 | 28,420 | 23,883 | 24,203 | 24,530 | 28,052 | 21,531 |
| Miscellaneous Expenses | - | - | - | - | - | - | - | - |
| | 958,746 | 1,056,375 | 1,114,990 | 1,084,146 | 1,107,370 | 1,131,102 | 868,687 | 818,047 |
| Sub-total | (33,289) | 58,750 | 35,300 | 102,420 | 116,618 | 131,490 | 61,778 | (106,603) |
| Strategic Initiatives Fund | 50,000 | - | - | - | - | - | 9,950 | 32,354 |
| Operating/Contingency Fund | 5,050 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 4,968 | 4,350 |
| Sub-total | 55,050 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 14,918 | 36,704 |
| (Expenditures Exceed Revenues) /Revenues Exceed Expenditures | (88,339) | 43,750 | 20,300 | 87,420 | 101,618 | 116,490 | 46,860 | (143,307) |

Outline of Issue:

Budget Principles, Practices, and Procedures

Suggested Motions:

GSA Council is asked to consider the following Motions:

1. That the GSA Council **approve**, on the unanimous recommendation of the GSA Board and the GSA BFC, the proposed revisions to GSA Policy on “Budget Principles, Practices, and Procedures,” as outlined in the attached three-column documents, effective immediately after the first reading.

and

2. That the GSA Council **approve**, on the unanimous recommendation of the GSA Board and the GSA BFC, the proposed revisions to GSA Bylaw, Part XII: Finances, as outlined in the attached three-column documents, effective upon the second reading in March.

Note: With Council’s approval of the policy changes now before it, we are asking Council’s permission to make future changes to such titles within the office and report them to BFC.

Jurisdiction:

Policy Manual, Budget Principles, Practices, and Procedures 1.1.f

“In planning and managing its budget, the GSA will ... enable provision of the key financials, budget projections, information notes and any other documentation required by Council, the GSA Board or BFC.”

Background:

As per Bylaw Part VII 3.1.2.2 (*BFC shall advise “the President and Council on budget principles, policies and procedures and on any other related financial policies”*), the GSA BFC reviewed and discussed the proposed changes to the GSA Policy Manual, “Budget Principles, Practices, and Procedures” and to GSA Bylaw, Part XII: Finances at their meeting of January 16, 2012. Following the meeting of January 16, 2013, changes were made to the Budget Principles, Practices, and Procedures and these changes were circulated to BFC for review on January 31, 2013.

As per Bylaw Part V, 3.3.1 (*“the GSAB is the senior administrative authority of the GSA as delegated to it by Council”*), the GSA Board recommended to Council that they approve, on the unanimous advice of the GSA BFC, the proposed revisions to GSA Policy on “Budget Principles, Practices, and Procedures,” as outlined in the attached three-column documents, effective immediately after the first reading and that Council approve, on the unanimous recommendation of the GSA BFC and the GSA Board, the proposed revisions to GSA Bylaw, Part XII: Finances, as outlined in the attached three-column documents, effective upon the second reading in March at their meeting of January 23, 2013. Following the meeting of January 23, 2013, changes were made to the Budget Principles, Practices, and Procedures and these changes were recommended to Council by a GSA Board email vote on January 31, 2013.

Background for each change is set out in the third column of the attached comparative table.

Part 1: Budget Principles, Practices, and Procedures: Recommended Changes

| Current Bylaw / Policy <i>(Deletions noted by a strikethrough)</i> | Proposed Changes <i>(Additions Underlined)</i> | Rationale / Background |
|--|---|------------------------|
| 1. Principles | | |
| 1. In planning and managing its budget, the GSA will be guided by the following principles: | | |
| a. Be open and transparent, encouraging comprehensive input and consultation from both its Board and Budget and Finance Committee (BFC). | No Changes | |
| b. Take into account the GSA's vision, mission and mandate which are based largely on the GSA's duties as set out in the <i>Post Secondary Learning Act</i> , and be guided by the GSA's Strategic Plan. | ...on the GSA's duties as set out in the <i>Post-Secondary Learning Act</i> , and be guided by the GSA's Strategic <u>Work Plan</u> . | Editorial Changes |
| c. Ensure the long-term viability and robust health of a fees-driven organization which delivers a range of services. | No Changes | |
| d. Establish a Stabilization Fund equal to (approximately) a minimum three months operating expenditure and up to six months operating expenditure. | Establish a <u>Financial Stabilization Fund</u> ... | |
| e. Facilitate long-term planning by developing a three to five year rolling plan for revenue and expenditure. | Facilitate long-term planning by developing a five-year rolling <u>budget</u> for revenue and expenditure. | Editorial Change |
| f. Enable provision of the key financials, budget projections, information notes and any other documentation required by Council, the GSA Board or BFC. | Enable provision of the key financials, budget projections, information notes and any other documentation required by Council, the GSA Board or BFC, <u>and the Auditor</u> . | |

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| g. Require reporting of re-allocation of resources. | No Changes | |
| h. Support resource accountability. | No Changes | |
| i. Delegate budget decisions to the level at which operational decisions are made. | No Changes | |
| j. Propose to Council a budget that represents all aspects of the GSA's operations. | No Changes | |

| 2. Practices | | |
|---|---|---|
| <p>1. The Unrestricted Operating Budget will be organized by seven broad budget divisions which, in 2011, are:</p> | <p>1. <u>The Unrestricted and Restricted Operating Budget will be organized into broad budget divisions which are presented to BFC, the Board, and Council in both the quarterly reports and the annual five-year budget and business plan.</u></p> | <p>The old GSA Budgets were comprised of 198 separate lines and, in 2011-12, were organized into seven broad budget divisions. Because the names of some of the broad categories are changing rapidly as our budget process matures, it was thought best just to delete the names in Policy, as the names of the broad categories are seen four times per year by BFC, Board, and Council in quarterly and annual budgets.</p> <p>Of note, the former "Grants and Subsidies" division is in fact a restricted fund and has been renamed as "Restricted Budget".</p> |
| a. Office Administration (OA); | | |
| b. Human Resources (HR); | | |
| c. Professional and Consulting (PC); | | |
| d. Advocacy (including government relations) | | |
| e. Governance (including Council, Speaker, CRO, Elections, Food for meetings held over normal meal times); | | |

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| f. Grants and Subsidies; and | | |
| g. Contingency Fund | | |
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| 2. Budget Divisions and Budget Lines within Divisions | | |
| a. Except for the Stabilization Fund, each division will have a number of distinct budget lines accompanied by a summary description of each budget line and its use. For instance, the HR budget division will have over a dozen individual budget lines, from staff salaries to vacation payout to parental leave funds. | Except for the <u>Financial Stabilization Fund</u> ... | Editorial Change |
| b. Budget lines which embrace contractual funds cannot be changed unilaterally. For example, the GSA's Collective Agreement with NASA stipulates, as of 2011, that there are four full time budgeted staff positions; this number of positions cannot be reduced by the GSA acting alone. | | Broader Statement |
| 3. Reallocating Funds within a Division after the Budget is Approved | <u>Reallocation and variance within a Division</u> ... | Broader title |
| a. During the budget year, within the OA, HR and PC divisions, reallocations between budget lines may be made by the Directors, in consultation with the GSA President, up to 5% of the total division allocation or up to \$10K. Amounts reallocated over those thresholds must be approved by the GSA Board and then reported to the GSA BFC. Recognizing the | Add: <u>The GSA fiscal year starts April 1 and ends March 31. The budget is a financial report containing estimates of income and expenses.</u> Add: <u>In budgeting, a variance is the difference between the budgeted amount and the actual amount incurred. Reallocations and variances are calculated for both revenue and expenses.</u> Add: <u>Reallocations and variances against the original budget are reported quarterly to BFC, the Board and Council.</u> | These changes reflect common budgetary practice and reflect as well the GSA Budget Principle in section 1 (i) : "Delegate budget decisions to the level at which operational decisions are made." This practice will be reviewed next year as the GSA continues to develop more historical information on expenditure. |

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| <p>extraordinary challenges the GSA has faced in 2008-2010 with staffing, the one exception to the above practice concerns the Human Resource Flexibility and New Initiatives Fund, where the Directors, in consultation with the President, may approve reallocations from this fund to other HR budget lines in order to address urgent/emergency situations, which will be reported immediately to the Board and BFC.</p> | <p>Add: <u>Unspent funds at year-end are rolled over, except that unspent funds for legal consultation are placed in the Legal Defense Fund.</u></p> | |
| <p>b. During the budget year, within the Advocacy and Governance divisions, all requests for reallocation must be recommended by the GSA Board to BFC. BFC can approve reallocations of up to 5% of the total division budget line; other reallocations must be approved by Council.</p> | <p>Add: <u>...by BFC to the GSA Board, which may approve the reallocation.</u></p> | <p>This change accords with normal budgetary process.</p> |
| <p>c. During the budget year, no reallocations may be made from the Stabilization Fund without approval by Council.</p> | <p><u>...Financial Stabilization Fund...</u></p> | <p>Editorial Change</p> |
| <p>4. Variances and Adjustments</p> | | |
| <p>c. Variances will appear in the budget working papers presented to BFC and adjustments made by BFC, across all budget divisions, before the annual budget is proposed to Council.</p> | | <p>Variances and Reallocations are now covered in item 4 above.</p> <p>All references in this document to Director of Finance are being changed to GSA Accountant – as an example, see a. below.</p> |
| <p>5. Quarterly reporting</p> | | |
| <p>d. The Director of Finance will prepare a quarterly report which will first be submitted to the GSA President and then</p> | <p>The <u>GSA Accountant and the Financial Manager</u> will prepare a quarterly report which will first be submitted to the <u>Executive Director, then</u> the GSA President, and then to the Board, BFC and</p> | <p>Editorial Change</p> |

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| <p>to the Board, BFC and Council. It is suggested that these reports be organized by budget divisions and lines, with the following information in easy-to-follow columns: current budget, percent spent to date; percent spent to date in previous year(s); <u>actual year-to-date expenditure, forecast to the year end, total forecast, balance remaining, percent remaining,</u> informative comment on any variance or approved relocation. All such reports will be compliant with Alberta's <i>Personal Information Privacy Act</i> and other applicable laws.</p> | <p>Council. It is suggested that these reports be organized by budget divisions and lines, with the following information in easy-to-follow columns: current budget, <u>actual year-to-date expenditure, forecast to the year end, total forecast, balance remaining, percent remaining,</u> informative comment on any variance or approved relocation, <u>and comment on significant comparisons from previous years...</u></p> | |
| <p>6. Audit</p> | | |
| <p>e. Following the GSA fiscal year end, the Financial Manager will arrange for an audit of the GSA's financial records by the approved auditor. Audited financial statements are normally due 90 days after year-end. Audited financial statements will be submitted by the Financial Manager to the President and Executive Director, then to the board, the Budget and Finance Committee and Council.</p> | <p>a. Following the GSA fiscal year end, the <u>GSA Accountant and the Financial Manager, in consultation with the Executive Director,</u> will arrange for an audit of the GSA's financial records by the approved auditor <u>as required by the <i>Post-Secondary Learning Act</i>.</u> Audited financial statements are normally due 90 days after year-end. Audited financial statements will be submitted by the <u>Auditor</u> to the President and Executive Director; then <u>to BFC for information; then to the GSA Board for approval; then to GSA Council for information and onward transmission to the University of Alberta Board of Governors.</u> The <u>GSA Accountant and the Financial Manager prepare draft financial statements and the year end working papers.</u></p> | <p>This is the procedure followed in 2012 recommended by our auditor.</p> |
| | <p>7. <u>Funding</u></p> <p>a. <u>If a funding need is identified, the GSA President will consult with BFC and the Board, and then submit a funding proposal to the appropriate university office, including the rationale for the required funding need and</u></p> | <p>This change was requested by BFC. The GSA is funded primarily by the association fees paid by the graduate students. However, there are</p> |

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| | <p>how it will be used to benefit graduate students. <u>If unsolicited university funding is offered, the GSA President will consult with BFC and the Board and will relay any conditions attached to the funding. After consulting with BFC, a recommendation will be made to the Board.</u></p> <p>b. <u>Use of university funding will align with the GSA's Strategic Work Plan.</u></p> | <p>occasions where the GSA has received, or may receive in the future, grants from the university. (Eg. In 2010 and 2011 the GSA requested, and received, \$25K in funding from the Provost's Office for academically-related student groups).</p> <p>A policy is needed to guide the purpose behind the request, or receipt, of university funds so that it is clear that the money will only be used to support the mission, vision, and strategic Work Plan of the GSA.</p> |
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| 3. Procedures | | |
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| 1. Signing Authority | | |
| <p>a. Financial documents requiring signature, including but not limited to cheques and investment instructions, require two signatures, either any two directly-elected Officers; or any one directly-elected Officer and one manager (as of 2011, Executive Director, Director of Operations or Financial Manager).</p> | <p>a. Financial documents <u>related to the Unrestricted Operating Budget</u> requiring signature, including but not limited to cheques and investment instructions, require two signatures, either any two directly-elected Officers; or any one directly-elected Officer and one <u>Director. The President, at least two Vice-Presidents, and at least two Directors shall each as individuals have authority as signing officers for the GSA.</u></p> | <p>Updated management titles.</p> <p>As the GSA is evolving into a modern era, titles are changing regularly. <i>With Council's approval of the policy changes now before it, we are asking Council's permission to make future changes to such titles within the office and report them to BFC.</i></p> <p>The bank has recommended on the number of signing authorities.</p> |
| <p>b. Wherever possible, it is preferable for one of the signatories to the President.</p> | No Changes | |
| 2. Business Travel | | |
| <p>a. The President will advise the Board about travel for professional development of directly-elected officials or management and/or external relations (eg Alberta Graduate Council, Western Summit,</p> | Add: ...travel <u>related to External Relations...</u> | <p>There is no budget for Professional Development for directly elected officials. Professional development for management is part of the PEA budget line.</p> |

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| GU15). Such travel will be reported to Council. | | |
| | <u>b. Travel and other expense claims by the directly-elected Officials or management (such as meals) must include a receipt and details about the event. Exclusions are contractual expenses, such as parking, professional expense allowance claims, etc., or expenses related to the venue/hosting of GSA Board, GSA Council, Orientation, Awards Night, or similar GSA service events.</u> | This aligns with university policy. |
| | <u>c. All travel and other expense claims must be pre-approved by the President or the Executive Director to ensure that they fit within the budget and align with university policy. Receipts for reimbursement must be submitted to the Financial Manager with appropriate details. Documentation will be scanned and reviewed by the Board prior to posting on the GSA website.</u> | This change was requested by BFC and aligns with university policy. |
| 3. Per diem for travel | <u>Allowable Travel Expenses</u> | |
| a. University regulations will be observed. | | |
| 4. Cheque Requisitions | | |
| a. All cheque requisitions will be prepared by the Financial Manager and signed off by the Executive Director or Director of Operations before the required two signatures are sought. | a. All cheque requisitions will be prepared by the Financial Manager <u>or delegate</u> and signed off by one manager... | Specific titles are deleted because they change frequently as the GSA evolves. |

Part 2: Bylaws, Part XII: Finances

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| 1 General | | |
| 1.1 The fiscal year of the GSA is from April 1 to March 31. | | Now contained in the Budget Principles, Practices and Procedures. |
| 1.2 The President, Vice Presidents, and Directors shall each as individuals have authority as signing officers for the GSA, subject to the restrictions in the Budget Principles, Practices and Procedures Policy | | Now contained in the Budget Principles, Practices and Procedures. |
| 1.3 Pursuant to section 97(1) of the Post Secondary Learning Act, the GSA's financial statements shall be audited annually by a qualified accountant. | | Now contained in the Budget Principles, Practices and Procedures. |
| 2. Budget | | |
| 2.1 The Director of Finance and Operations and the President, in consultation with the Executive Director, GSA Board, and Budget and Finance Committee, shall draft an annual budget to be reviewed and approved by BFC no later than BFC's last meeting in the February prior to the April in which the budget will take effect. | The <u>Executive Director, GSA Accountant, Financial Manager, and the President, in consultation with the GSA Board and Budget and Finance Committee, shall draft an annual budget as part of a five-year, rolling budget and business plan, to be reviewed by BFC no later than BFC's last meeting in the February prior to the April in which the annual budget will take effect. The BFC will advise and recommend to Council via the GSA Board on the annual budget. The GSA Board will forward BFC's recommendation with its own recommendation to Council.</u> | Aligns with BFC's current mandate in Bylaw to advise on the budget and BFC's current role in Bylaw to "approve the budget". This wording now reflects the actual roles of BFC and the GSA Board in recommending to Council on the budget and five-year business plan. |
| 2.2 Upon approval of the draft budget by BFC, BFC shall recommend the draft budget to Council to be approved by Council no later than the March regular meeting of Council. | <u>Council will receive a recommendation on the annual operating and capital budgets, together with a recommended five-year budget and business plan, no later than its March regular meeting.</u> | Editorial Change |
| 2.3 The process for approving the budget shall follow the process for approval of expenses as outlined in the Budget Principles, Practices and Procedures. | | The process for approving the budget is set out in 2.1 above. |
| 3. Extra-budgetary Expenditures | | Now contained in Budget Principles, Practices and Procedures. |

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| <p>3.1 Approval for extra-budgetary expenditures shall follow the process outline in the Financial Expenses policy</p> | | |
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DRAFT

Outline of Issue:

GSA Referendum on Continuation of the U-Pass Program: Proposed Wording of Referendum Question

Suggested Motion:

GSA Council is asked to consider the following Motion:

That GSA Council **approve**, on the unanimous recommendation of the GSA Board, wording, as attached, for a U-Pass referendum to be held concurrent with the 2013 general election.

Jurisdiction:

GSA Bylaws, PART XI, 1.1.1., Referenda Initiation

“A referendum on a clearly worded “Yes” or “No” question related to the affairs of the GSA may be initiated by a simple majority vote at any meeting of Council. [...]”

Background:

- Beginning in 2006, the GSA, along with the UofA Students’ Union, and the MacEwan and NAIT student associations, negotiated to implement a U-Pass program. **By GSA referendum in 2007, U-Pass was approved** for graduate students. The first agreement was for Fall and Winter 2007-2010. **U-Pass was renewed for Fall and Winter 2010-2013 and, again by GSA referendum in 2010, the program was extended. The current agreement expires April 30, 2013.**
- Through a GSA initiative, a **Spring/Summer (May-August) U-Pass pilot** for graduate students was approved by another referendum and implemented for Spring/Summer 2011 and 2012. **In June 2012, GSA Council approved an extension to the Spring/Summer U-Pass program to cover Spring/Summer 2013.**
- **The University subsidizes 1/6 of the U-Pass fee** for students in order to promote public transit use. (This subsidization of the student U-Pass fee is **unique to the UofA.**)
- U-Pass at the UofA has been **very successful**, *e.g.* Fall 2011 and Fall 2012 uptake (% of U-Pass stickers in use) was 96%; for Spring/Summer 2012 the uptake was 82%.
- **Over the last year the four student associations, including the GSA, have been working to negotiate a new agreement.** GSA Council has been kept regularly informed by VPSS Naseeb Adnan on the progress of these discussions, and Councillors will recall that **ETS’ opening position was a U-**

Pass fee of \$170. After much discussion, including student presentations before the City Transportation and Infrastructure Committee, an agreement was reached that would see the U-Pass fare increase by \$7.50 per year for the next four years.

- In late 2012, the **three transit providers and their respective city councils** (Edmonton, St. Albert, and Strathcona) approved this new U-Pass pricing of \$147.50 for Sept 2013 – Aug 2014; \$155 for Sept 2014 – Aug 2015, \$162.50 for Sept 2015 – Aug 2016, and \$170 for Sept 2016 – Aug 2017. **Once the UofA subsidy is included, the U-Pass fee for each of the Fall, Winter, and Spring/Summer Terms for UofA students would be:**

| | |
|------------------|-----------------|
| 2013-2014 | \$122.92 |
| 2014-2015 | \$129.17 |
| 2015-2016 | \$135.42 |
| 2016-2017 | \$141.67 |

Council is now asked to consider the attached wording for a referendum to be held concurrent with the 2013 general election.

REFERENDUM WORDING – Continuation of U-Pass

Do you support the continuation of a Universal Bus Pass (U-Pass) subject to the following conditions?

- 1) The U-Pass would provide unlimited usage of regular transit service through Edmonton Transit System, St. Albert Transit and Strathcona County Transit within the participating municipalities' service area during the Fall, Winter, and/or Spring/Summer (May-August) Terms to all continuing graduate students enrolled in at least three credits in a term.
- 2) The cost of the U-Pass fee to each graduate student would be mandatory and follow the price structure per term, below:
 - a) **2013-2014: \$122.92**
 - b) **2014-2015: \$129.17**
 - c) **2015-2016: \$135.42**
 - d) **2016-2017: \$141.67**
- 3) The following graduate students are exempt from the U-Pass program:
 - a) Students enrolled in the Executive MBA program, or enrolled only in Off-Campus Thesis.
 - b) Students not enrolled in at least three credits within the participating municipalities service area for the majority of a term.*
 - c) For Spring/Summer Terms, thesis-based students engaged in Off-campus activities outside the municipalities' service area for the majority of the Spring/Summer Terms.
 - d) Students unable to make use of ordinary transit services by reason of disability.
 - e) Students employed by Edmonton Transit System, St. Albert Transit, or Strathcona County Transit.
 - f) Students who are enrolled at another post-secondary educational institution and are required to participate in a transportation program similar to the U-Pass program (if any) being offered to students of this other post-secondary educational institution by said institution and the municipalities.

*This does not apply to thesis-based students admitted prior to September 2011 and who are not required to register in Spring/Summer and who are assessed the Spring/Summer U-Pass fee in the previous Winter Term.

**GSA President
Report to Council**

To: GSA Council
From: Ashlyn Bernier, President
Date: February 8, 2013

Dear Colleagues,

It has been a busy month for the GSA and for myself. Some key reflections and priorities since my last report:

- The GSA continues to work very closely with FGSR and Catherine Swindlehurst on the **proposed FGSR reorganization initiative**. This matter remains a top priority for the GSA and we are committed to ensuring that the best interests of the graduate students are the driving force for this initiative. The Administration's action plan will come to Council this spring. It is currently in a draft form that I will be able to soon share.
- Intensive thought and work has gone into the **quarterly financial reports, the 2013-2014 GSA operating and capital budget, and the GSA's Five-Year Budget/Business Plan** that are before Council today. In addition, we are continuing to rebuild and modernize the GSA's infrastructure and processes. For example, in January, the GSA introduced **direct deposit and online applications** for professional development awards, child care grants, academically-related student group awards, and GSA awards. This is a huge step forward for the GSA and reflects our commitment to be a robust organization over time.
- The University is currently developing its budget and Comprehensive Institutional Plan (CIP) for 2013 – as we wait to see the forthcoming provincial budget all the elected officials are keenly engaged with this issue and will report on it further to Council.
- In addition to these issues, we continue to work closely with University Administration on items such as graduate student residences, the **PAW Centre**, and **tuition and fees**. We are also working on the negotiation and implementation of the **AEGS Collective Agreement** (at the January 22, 2013 meeting of the Board Human Resources and Compensation Committee the GSA was invited to present during the open portion of the meeting regarding collective bargaining – a major first for the GSA).

Sincerely,



The following is a list of meetings I attended between January 10 and February 8, 2013:

| | |
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| 10-Jan | Tuition and Funding Data Committee |
| 11-Jan | Collective Bargaining |
| 12-Jan | FGSR Working Group on Quality Measures |
| 14-Jan | GSA Council |
| 15-Jan | Studentcare/Pharmacy meeting |
| 15-Jan | Meeting with Kristin Foster |
| 15-Jan | Labour Issue |
| 16-Jan | GSA BFC |
| 16-Jan | Press conference |
| 16-Jan | FGSR Council |
| 17-Jan | AGC website meeting |
| 21-Jan | BoG University Relations |
| 22-Jan | Presentation to BHRCC |
| 22-Jan | Mental Health Satellite Office meeting |
| 23-Jan | Meeting with Dean FGSR |
| 23-Jan | GSA Board |
| 23-Jan | GSA Hot Topics meeting |
| 24-Jan | FGSR Working Group on Quality Measures |
| 28-Jan | BoG Learning and Discovery |
| 29-Jan | Associations meeting |
| 29-Jan | Meeting with Acting Provost |
| 30-Jan | GSA Board |
| 30-Jan | Meeting with Dean of Students |
| 31-Jan | Meeting with student |
| 04-Feb | Meeting with VP Research |
| 04-Feb | Meeting with Dean FGSR |
| 04-Feb | Collective Bargaining |
| 05-Feb | North Power Plant meeting with SU |
| 05-Feb | Meeting with AVP Academic |
| 06-Feb | AGC website meeting |
| 06-Feb | GSA Board |
| 06-Feb | Collective Bargaining |
| 07-Feb | North Power Plant meeting |
| 07-Feb | La Bruyere-Eccles-MaLaren Dinner |
| 08-Feb | Board of Governors |
| 08-Feb | BoG Finance and Property Budget Briefing |

**GSA Board
Report to Council**

To: Council Colleagues

From: Ellen Schoeck, Executive Director and Coordinator of the GSA Board; Heather Hogg, Director of Operations; and Courtney Thomas, Associate Director.

Date: February 8, 2013

The Board reports regularly to 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. The President, Vice-Presidents, Director of Operations, Associate Director, Financial Manager, and I will be happy to answer any questions or provide more information at the Council meeting.

January 9, 2012 GSA Board Meeting

Main Agenda Items: Council agendas; looking ahead; PAW multi-purpose rooms; Ignite conference; early call; *and* the Residence Advisory Committee.

Motions and Agreements: None at this meeting.

January 23, 2012 JOINT GSA Board/BFC Meeting

Main Agenda Items: Budget and Expenditure Quarterly Report, Budget and Five-Year Budget/Business Plan and Annual Operating and Capital Budgets; Budget Principles, Practices, and Procedures; role of Dean of FGSR at convocation; Studentcare survey; proposal for a graduation fair; a jurisdictional issue; *and* CASA.

Motions and Agreements:

Board Members **AGREED** to **receive for information and forward to Council** (for information) the GSA 2012-2103 Budget and Expenditure (Quarterly) Report.

AB **MOVED** that the GSA Board **recommend to Council that they APPROVE**, on the unanimous recommendation of the GSA BFC, the 2013-2014 GSA operating and capital budgets, as set out in the left-hand column of 4.2-4.23, with the following amendments (listed below). **Seconded by BE.**

and

AB **MOVED** that the GSA Board **recommend to Council that they RECEIVE**, on the unanimous recommendation of the GSA BFC, the GSA Five-Year Budget/Business Plan as set out in the left-hand column of 4.24-4.36, with the following amendments (listed below). **Seconded by NsA.**

The amendments included:

- On page 4.2, the phrase, “this funding is described in letters/MOUs from TDMMI, the Dean of FGSR, the Dean of Students, and covers, for instance...”

- On page 4.3, the addition to the title, “and other funding priorities” and correction of TDMMI funding to 4k not 2k
- On page 4.6, the addition to the title, “(and Capital budget)”
- On page 4.24, a change in title so same title as in the motion

CARRIED UNANIMOUSLY.

AB MOVED that the GSA Board **recommend to Council that they approve**, on the unanimous advice of the GSA BFC, the proposed revisions to GSA Policy on “Budget Principles, Practices, and Procedures,” as outlined in the attached three-column documents, effective immediately after the first reading.

and

That the GSA Board **recommend to Council that they approve**, on the unanimous recommendation of the GSA BFC and the GSA Board, the proposed revisions to GSA Bylaw, Part XII: Finances, as outlined in the attached three-column documents, effective upon the second reading in March. **Seconded by BE.**

CARRIED UNANIMOUSLY.

Board Members **AGREED** to remove the U-Pass question from the Studentcare survey and have management replace it with an additional question from the shortlist generated on January 2, 2013.

January 30, 2012 GSA Board Meeting

Main Agenda Items: U-Pass Referendum question; a proposal for the creation to two GSA Board Awards; potential membership in CASA; satellite mental health counseling space in Triffo Hall; *and* a jurisdictional issue.

Motions and Agreements:

AB MOVED that that the GSA Board **approve** the creation of two awards, for a trial period in 2013, the “Friend of the GSA Board Award” and the “GSA Board Collegial Governance Award”, for inclusion in the GSA Board Policy Manual. Seconded by NA.

AB MOVED to amend the motion to call the award the "GSA President’s Citation," with the ability to specify the citation later. Seconded by BE. The motion was **CARRIED** with the amendment.

Board Members **AGREED** that the updated Budget Principles and Policies would be sent to BFC for an electronic vote. AB and BE, as members of BFC, would be the mover and seconder of BFC motion.

NOTE: *After the meeting, the mandate of BFC and GSAB were reviewed, and based on BFC’s advisory capacity, the revised Budget Principles and Policies were sent to BFC for review, and GSAB for electronic approval and recommendation to forward to Council for approval.*

**GSA Budget and Finance Committee
Report to Council**

To: Council Colleagues
From: Ashlyn Bernier, President and Chair of BFC
Date: January 2, 2013

Dear Colleagues,

The GSA BFC met on January 16, 2013 and on January 23, 2013 (a joint meeting with the GSA Board) to discuss the 2013-2014 GSA operating and capital budgets, the GSA Five-Year Budget/Business Plan, the proposed revisions to GSA Policy on "Budget Principles, Practices, and Procedures," and the GSA 2012-2013 Budget and Expenditure (Quarterly) Report which are currently before Council. During these meetings the GSA BFC also discussed the elements needed to ensure a robust GSA over time and provided relevant advice.

I would be happy to report further orally.

Respectfully,
Ashlyn Bernier, GSA President

**Governance Committee
Report to Council**

To: Council Colleagues
From: Ashlyn Bernier, GSA President and Chair of GC
Date: January 30, 2013

Dear Colleagues,

As stated in GSA Bylaw (Part VII, Standing Committees, 2.2.1.2), the Governance Committee will: “make any routine or editorial changes to the governance documents as deemed necessary by the Committee.”

On 16 May 2012, an editorial change was made to Bylaw Part IV, Officers, 3.1.3., of which Council was not informed.

The previous version of Bylaw stated: “Nominations for Speaker, Deputy Speaker, CRO and DRO shall be submitted in writing to the GSA Nominating Committee by May 30 or the next working day.”

The revised policy now states: “Nomination for Speaker, Deputy Speaker, CRO and DRO shall be submitted in writing to the GSA Nominating Committee on or about May 30.”

I would be happy to report further orally.

Respectfully,
Ashlyn Bernier, GSA President

**GSA Nominating Committee (NoC)
Report to Council**

To: GSA Council
From: Lacey Fleming, Vice-Chair of the NoC
Date: February 5, 2013

Dear Colleagues,

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

The Bylaw governing the NoC is in Part VII, section 11. Policy governing NoC is found in Part IX, sections 9.1-9.3 of the GSA Policy Manual.

As provided for in its terms of reference, the NoC has been conducting business via e-mail.

Early Call for Talent

In total, with two Early Call for Talent bulletins sent out through the GSA Newsletter (one in November 2012 and one in January 2013), **18 students** expressed interest in the Early Call for Talent. An enormous amount of hours have been spent in the last few months in training sessions and catch-up sessions.

On **January 23, 2013**, the current GSA Executives hosted a 'Hot Topics' Session for all students interested in directly-elected office. It was a great success, with topics including: the Collective Agreement, FGSR Re-Organization, and the Future of the University of Alberta and the GSA.

The GSA Early Call for Talent has now formally come to a close with the start of the GSA 2013 General Election. I would like to extend a big thanks to all students who expressed interest in these positions!

GSA Standing Committees

Elections and Referenda Committee

At the request of the GSA CRO, **Asif Siddiqui** (PhD Political Science) has stepped down from his current membership on ERC for the duration of the GSA 2013 General Election, since he has been nominated for the Councillor-at-Large position. He is interested in being re-instated on ERC following the GSA General Election to resume his membership on ERC.

Delegates Selected by the GSA President

For external committees that call for the GSA President, a Vice-President or Delegate in their Terms of Reference, the GSA President, in consultation with the GSA Nominating Committee, is able to select delegates to serve on these committees. **No delegates have been selected since the last Council meeting.**

Bodies External to the GSA

As noted above, Council has delegated to the NoC the responsibility of filling positions on all committees external to the GSA. Normally, all vacancies are advertised. According to the Policy Manual, “advertising may be waived in instances where, in the NoC’s view, it is urgent to fill a vacancy.”

ONECard Student Advisory Group

The GSA Nominating Committee elected **Megha Bajaj (PhD Biological Sciences)** to serve as the graduate student at-large representative on the ONECard Student Advisory Group.

**GSA Vice-President Academic
Report to Council**

To: GSA Council
From: Nathan Andrews, VPAC
Date: February 6, 2013

Dear Colleagues,

I was excited to get back to work after my trip to Ghana but I certainly wasn't prepared for the drastic drop in temperature. Well, I guess anyone living in Edmonton has to be ready for these changes. By the way, I hope your February is going well. A brain teaser for you: did you know Premier Redford has reshuffled her cabinet and removed the Minister of Enterprise and Advanced Education, Stephen Khan? Deputy premier Thomas Lukaszuk takes over as Minister. Here are a few highlights from my meetings:

CTL Subcommittee on Attributes and Competencies (SAC)

The feedback received from CLE in December was discussed at length at our subcommittee meeting, with the goal of identifying how to move forward. We also had presentations about how such a thing works in the Faculty of Engineering, and possibly how it will work in more arts-oriented faculties. Again, there was no consensus on why we need to provide a model of implementation for the University because it's unlikely faculties will find that useful. At our next meeting, planned for early March, we hope to have a more concentrated discussion on models. Members were entreated to email a one-pager detailing what they think could be done with attributes and competencies in terms of possible implementation strategies.

Graduate Studies at the U of A by Acting Provost Martin Ferguson-Pell

The above title is how this issue was captured by the General Faculties Council agenda on January 21, where an update on the consultation process and its current outcome was given by the Acting Provost and Vice-President Academic, Martin Ferguson-Pell. He highlighted the following points:

- Consultation exercise is about grad studies as a whole and that includes not only FGSR but also other faculties
- Findings from visit to U of T & UWaterloo: extensive electronic mechanisms that allow for fast and efficient program delivery. Also, a strong commitment to students both potential and ongoing
- Report delivered Dec. 24 5pm as planned but report will be more effective if it is supplemented by 'thoughts' of central admin (what he refers to as 'proposed action plans'). Will be sent 10 days in advance of the March 18 GFC
- What is going to come out of the report and action plan will be ideas about how to separate the roles of FGSR and departments
- What happens after March? The online initiatives will take three years to roll out but digitization will commence soon. By June, there will be clear ideas as to what is going to happen at the various stages of implementation
- The report (i.e. Catherine Swindlehurst's) will come to the GSA Council in March for a discussion around the action plan

In line with the discussion of grad studies, the **FGSR Working Group on Quality Measures (WGQM)** has met twice since the beginning of the year to discuss the specifics of measures that will be put in place to ensure/enhance the robustness of our graduate programs. I am personally still not clear on exactly what the outcome of this working group will be used for but hopeful of the potential it has based on its Terms of Reference.

FYI, the President's State of the University Address will be delivered on Feb. 28, 12:30pm. This is another opportunity to ask all your 'daunting' questions about the UofA!

There are several additional items that came out of my meetings but these are the ones I want to emphasize here. Please feel free to let me know if you have questions about any of the other meetings listed below.

Cheers,
Nathan Andrews
GSA VP Academic

The following is a list of meetings I attended between January 10 and February 8, 2013:

| | |
|--------|---|
| 14-Jan | FGSR Caucus |
| 14-Jan | GSA Council |
| 15-Jan | Attributes and Competencies Subcommittee |
| 16-Jan | GFC Caucus |
| 16-Jan | GSA BFC |
| 16-Jan | FGSR Council |
| 21-Jan | General Faculties Council |
| 22-Jan | Meeting with student |
| 23-Jan | GSA Board |
| 23-Jan | GSA Hot Topics meeting |
| 23-Jan | Meeting with SU VP Academic |
| 24-Jan | FGSR Working Group on Quality Measures |
| 29-Jan | Associations meeting |
| 30-Jan | GSA Board |
| 30-Jan | GFC Committee on the Learning Environment |
| 31-Jan | GFC CLE USRIs Working Group |
| 31-Jan | Attributes and Competencies Subcommittee |

**Vice-President Student Services
Report to Council**

To: GSA Council
From: Naseeb Adnan, VPSS
Date: February 6, 2013

Dear Colleagues,

At the last Council meeting I informed you of the **U-Pass** referendum question that the GSA was working on. The current agreement is in effect until Spring/Summer 2013 and the new price per term has been negotiated for the next four years, which respective city councils approved already. To continue the program requires GSA Council and referendum approval. The University subsidizes 1/6th of the U-Pass fees which is unique to the U of A. ETS's opening position in the negotiations was \$170 per term and after long discussions, including presentations to the City Council TIC meeting, we agreed to increase the fees by \$7.50 per year for the next four years. The negotiated price is not ideal; however, it is a reasonable compromise in the interim as smart card technology will hopefully be implemented during this time to get a more accurate picture of actual transit usage. The outline of issue along with details of fees has been presented as a separate item on the Council agenda. The U-Pass program is a very popular one considering that every year public transit usage by students increases and I would strongly encourage Council to consider continuation of the program.

The **PC Caucus** presentation was a successful event that the VPL and VPSL attended along with me. The event was arranged by the SU to inform MLAs and ministers of some issues important to students. On behalf of GSA we presented the top priorities of graduate students and later there were very useful discussions on some key issues related to graduate enrollment, professional development, career options, quality of education, and other issues.

The **Transportation and Demand Management** Committee is working on transportation management in and around the campus and provided their recommendations for a sustainable plan. Currently the committee is working on a survey which will be distributed to selected students, faculty and staff to inquire in detail about their mode of transportation, the reasons behind their choice, factors that could encourage public transit usage, and similar issues. The TDM program was quite effective at UBC in reducing private vehicle usage on campus and it has the potential to make some positive changes at the U of A, as well.

In **GFC FDC**, sustainability pillars were considered for South Campus development. Sustainability is one of the key issues for any development work on campus and we always are keen on what initiatives are taken to ensure that. The discussion included different aspects of design components including energy efficiency, waste and water management, transportation, ecology, and making a healthy and complete community. The Office of Sustainability informed FDC that the U of A currently ranks 2nd compared to 20 peer institutions in sustainability initiatives and will continue to work on this in the future.

Sincerely, Naseeb Adnan

The following is a list of meetings I attended between January 10 and February 8, 2013:

| | |
|--------|--|
| 10-Jan | FGSR Policy Review |
| 11-Jan | Collective Bargaining |
| 14-Jan | NAIT Kitchen Tour |
| 14-Jan | GSA Council |
| 16-Jan | GSA BFC |
| 16-Jan | PC Caucus presentation |
| 17-Jan | U-Pass Admin |
| 17-Jan | Transport Demand Management Study Resource |
| 18-Jan | ONECard Student Advisory Group |
| 23-Jan | GSA Board |
| 24-Jan | GFC Facilities Development |
| 25-Jan | PAW Transition |
| 30-Jan | GSA Board |
| 04-Feb | Collective Bargaining |
| 05-Feb | PAW Steering |
| 06-Feb | GSA Board |
| 06-Feb | Collective Bargaining |
| 07-Feb | New Student Experience Working Group |

**GSA Vice-President Student Life
Report to Council**

To: GSA Council
From: Huimin Zhong , VPSL
Date: February 7, 2013

Dear Colleagues,

I hope everything is going well for all of you. I am sorry to miss this month's Council meeting due to an emergency, but if there is anything you would like to bring to my notice, I am always available through email. I do have some items to bring to your attention since my last Council report.

Firstly, the next rounds of Student Engagement Group Grants and Individual Engagement grant applications will end in March. You're all encouraged to check for these grants and apply for them. Please notice that you're required to submit your application before the dates of your activities or conferences for some grants. You're always encouraged to submit your application early.

Secondly, the GSA Awards application period is ending! If you, or any of your fellow graduate students are interested in these awards but have not applied for them yet, please be aware of the approaching deadline and manage your schedule. Late applications will not be considered. For the adjudication, we offer a detailed rubric to ASC members to reference to ensure the fairness of the awards adjudication process. Once the application period ends on February 14th, the adjudication process begins. The final list of award recipients will be presented at the March Council meeting for your information. And the GSA Awards Night will be held on March 27th.

Thirdly, there are some opportunities to mentor undergraduate students in their research through a program called the Undergraduate Research Initiative (URI). This is a program to encourage undergraduates' research interests. Graduate students are encouraged to participate in this program as mentors. Also, since the program provides stipend opportunities to undergraduate students, it's possible that the graduate student could get some help in their research work while being the mentors for those undergraduate students. If you're interested in this program, you please check for details online.

If you have any question regarding any of the issues above, please feel free to contact me.

Sincerely,

Huimin Zhong (VPSL)

The following is a list of meetings I attended between January 9 and February 8, 2013:

| | |
|--------|--|
| 11-Jan | Collective Bargaining |
| 14-Jan | GSA Council |
| 16-Jan | GSA BFC |
| 16-Jan | PC Caucus presentation |
| 22-Jan | New Student Experience Working Group |
| 23-Jan | Athletics and Recreation Fee Advisory |
| 23-Jan | GSA Board |
| 24-Jan | Meeting with Alumni Affairs |
| 28-Jan | Individual Engagement Grant Adjudication |
| 30-Jan | Alumni Council |
| 30-Jan | GSA Board |
| 02-Feb | Take Back the Term Presentation |
| 04-Feb | GFC Nominating Committee |
| 04-Feb | Collective Bargaining |
| 05-Feb | GSA ASC |
| 06-Feb | GSA Board |
| 06-Feb | Undergraduate Research Initiative Advisory |

**GSA Vice-President Labour
Report to Council**

To: GSA Council
From: Brent Epperson, VPL
Date: February 8, 2013

Dear Colleagues,

January 16 PC Caucus Presentation:

I attended the PC Caucus meeting with the GSA VPSS, VPSL and SU Executives. The GSA and SU presentations were well received, sparking poignant questions and meaningful discussion. In one noteworthy follow-up discussion, the Minister of Enterprise and Advanced Education praised the GSA's response (letter to the Minister and AGC objections) to the University's pre-proposal to the Government of Alberta for a new Market Modifier tuition increase and the Minister's subsequent rejection as "an example of the system working."

January 23 Meeting with Dean of FGSR:

I attended the bi-weekly meeting with the Dean of FGSR and GSA President. The meeting focused primarily on quality measures and graduate student management plans in FGSR reform discussions.

January 23 GSA Hot Topics Discussion:

I attended the GSA Hot Topics discussion with other current elected officials and candidates for elected office. Current elected officials explained top priorities for the upcoming year.

January 25 Health and Safety Discussion:

Courtney (GSA Associate Director) and I met with Associate VP Philip Stack (PS) to discuss a range of university health and safety priorities. PS has addressed the need to change the culture of health and safety at previous BSHEC meetings and will present the "culture initiative" at BSHEC in February. The initiative centres on adopting a more uniform terminology across campus and emphasising "shared responsibility" for health and safety. It will consist of 4 components: a video from President on the U of A's organizational commitment to health and safety; a better incident reporting system developed by AICT; more and improved personal protective equipment, such as eyeglasses; and as much personal engagement as possible. PS asked how to best engage graduate students in this initiative and we suggested involving and work closely with graduate coordinators across campus, coming to present the initiative to GSA Council, announcing the initiative in the GSA newsletter, and including a post about the initiative on the GSA announcement page. PS requested access to our e-mail GSA e-mail list to notify students about the "risk@uofa" program that was launched last summer and assured Courtney and I that only 3 messages had been sent out about "risk@uofa" since last summer, so there would be no new e-mail flood. Graduate students would register themselves for the list, so there would be no spamming. He would also like to include a "health and safety" booth at our 2013 Fall orientation. We agreed to look into the e-mail list issue. We replied the same day and directed Philip's assistant to coordinate with FGSR.

January 28, Data Privacy Networking Event:

Courtney (GSA Associate Director), Casey Germain, and I attended a data privacy networking event downtown with government and private sector data professionals. This was a useful networking opportunity and the GSA made several useful contacts with whom we will follow-up in the near future as part of our effort to understand and adhere to evolving data privacy regulations.

January 30, Meeting with Dean of Students:

The GSA President and I met with the Dean of Students. The meeting details are included in the GSA President’s report.

January 31, Informal Meeting with SU Elected Officials:

The GSA President, VPSS and I met with SU Elected officials to discuss our priorities and challenges for our remaining months in office.

February 4, Collective Bargaining Meeting:

I attended collective bargaining negotiations with the university and GSA negotiating teams. The discussions were fruitful. I will address negotiations in my oral report.

February 5, All Candidates Meeting:

I attended the all candidates meeting as a candidate for GSA President. We discussed elections regulations and the CRO responded to candidates’ questions.

February 6, Collective Bargaining Meeting:

I attended collective bargaining negotiations with the university and GSA negotiating teams. The discussions were fruitful. I will address negotiations in my oral report.

Sincerely,

Brent Epperson, VPL

The following is a list of meetings I attended between January 10 and February 8, 2013:

| | |
|--------|--|
| 10-Jan | Tuition and Funding Data Committee |
| 10-Jan | Meeting with professor |
| 11-Jan | Collective Bargaining |
| 11-Jan | FGSR Working Group on Quality Measures |
| 14-Jan | GSA Council |
| 16-Jan | Meeting with student |
| 16-Jan | GSA BFC |
| 16-Jan | PC Caucus presentation |
| 16-Jan | Meeting with student |
| 23-Jan | Meeting with Dean FGSR |
| 23-Jan | GSA Board |
| 23-Jan | GSA Hot Topics meeting |
| 25-Jan | Meeting with AVP Risk Management |
| 25-Jan | Labour meeting |
| 28-Jan | Data Privacy event |

| | |
|--------|-------------------------------|
| 30-Jan | GSA Board |
| 30-Jan | Meeting with Dean of Students |
| 04-Feb | Meeting with Dean FGSR |
| 04-Feb | Collective Bargaining |
| 06-Feb | GSA Board |
| 06-Feb | Collective Bargaining |
| 08-Feb | Labour meeting |

**GSA Chief Returning Officer
Report to Council**

To: GSA Council
From: Daniel Prins (CRO)
Date: February 7, 2013

Dear Colleagues,

The 2013 election season has officially begun. Nominations have closed, and I have been busy dealing with the administration of the election and talking to this year's candidates. In the interests of staying completely impartial, I will keep this report short and just inform you that everything is running smoothly with respect to this year's February election.

As always, feel free to contact me with any questions.

Best,

Daniel Prins, Chief Returning Officer

**Elections and Referenda Committee
Report to Council**

To: GSA Council
From: Daniel Prins, Chief Returning Officer
Date: February 5, 2013

Dear Colleagues,

Nominations for the 2013 General Election closed on Tuesday, February 4 at 2 pm. Since the last ERC report, the committee met on **January 28, 2013**.

At its January 28, 2013 meeting, the ERC main agenda items were:

- Discussion of 2013 General Election Timeline.
- Proposed CRO email to candidates upon receipt of nomination packages.
- All-Candidates Meeting Structure.
- Elections video detail and review of questions and timeline.
- Proposed voting instructions.
- Elections Promotion.
- Public Announcement of Nominations.

Summary of Agreements from the **draft** January 28, 2013 ERC Meeting Minutes:

Members **AGREED** that if possible, there should be one individual asking questions during all of the interviews (Speaker Fred Wu).

Members **AGREED** to the [advanced] questions as presented but re-phrased the advanced question number 2 to read: “what are your applicable qualifications, experiences, and training?”

2013 Advanced questions to be provided at the All-Candidates Meeting:

- i. What prompted you to run for office?
- ii. What are your applicable qualifications, experiences, and training?
- iii. Please comment on the GSA Strategic Work Plan

Members **AGREED** to provide instructions to candidates that they must contact the CRO if they miss their video timeslot for any extraordinary or unavoidable circumstances and that rescheduling will happen at the CRO’s discretion.

Members **AGREED** to use the voting instructions as presented to ERC.

Members **AGREED** to focus on promoting the election through GSA Newsletter Bulletins.

Members **AGREED** that nominations will be treated as confidential and only made public at the close of nominations.

Best,
Daniel Prins, Chief Returning Officer

**GSA Executive Director
Report to Council**

To: GSA Council

From: Ellen Schoeck, Executive Director

Date: February 7, 2013

Dear Council,

The first of these reports was before Council in 2011 and will be updated annually. Here is the latest on the documents that define the GSA as a corporate entity. See bolded sections in particular.

| NAME | SUMMARY | STATUS |
|--|--|---|
| Collective Agreement (AEGS) | Sets out terms of employment for certain graduate students and terms for use of AEGS funds. | Negotiations opened in October 2012. |
| Semi-Annual Pay Cycle | Governs AEGS pay cycle | Signed in April 2012. |
| Audit | As a separate corporation from the university, we hire our own auditor. | Audit will occur in June 2013. |
| Banking and signing authorities | Operating account, GICs, investments. | Actively reviewed with BMO in April 2012. |
| Campus Food Bank | Regulates GSA involvement with Food Bank. | GSA gives \$9000/annum to Campus Food Bank. |
| CAPS and Writing Resources Centre Agreement | Provides for subsidy of certain CAPS and WRC courses for grad students. | Annual subsidy of \$7575. |
| Ceridian (Payroll) | GSA staff and elected officials are now paid by direct deposit. | We are very pleased with Ceridian. |
| Council bylaws and policies | Regulated by the <i>Post-secondary Learning Act</i> . | Comprehensive review to occur 2013. |
| Direct Deposit | Provides for direct deposit of AEGS cheques and T4A production by U of A. | Signed 2012. |
| U of A Financial Services | Stipulates when GSA receives fees collected by the U of A on our behalf. | Re-negotiated and signed in April 2012. |
| Graduate Student Assistance Program (GSAP) | Provides for a wide range of personal counseling. | Reviewed annually. |
| Health and Dental Agreement with Studentcare | Provides for Health and Dental Plan. | Re-signed to 2015. Provider changed in 2012. |
| Info Sharing with Studentcare and University | Allows Studentcare access to graduate students' personal information for strictly defined purposes regarding the GSA's Health and Dental Plan. | Reviewed with the U of A Privacy Officer and Studentcare in 2012. |
| Personal Information Sharing Agreement with the U of A | Allows the GSA access to graduate students' personal | Reviewed in 2012 and now with General Counsel. |

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| | information for strictly defined purposes, e.g. emailing the newsletter. | |
| Liability Insurance | As a separate corporation from the university, we carry our own general liability insurance. | We doubled our liability insurance in 2012. We are not covered for alcohol use and yet have GSA students groups who have self-reported that they use alcohol. |
| Officers/Directors' Insurance | As a separate corporation from the university, we carry insurance that covers the elected officials, and management. | We doubled our coverage in 2013. |
| TDIMM | Provides for group auto and home insurance. | Re-signed to October 7, 2016. |
| Management contracts/letters of appointment | Sets out terms of employment managers. | Standard appointment letter has been reviewed by our lawyers. |
| Collective Agreement with NASA covering office staff | Sets out terms of employment for GSA staff. | Signed in April. |
| PAW Centre Agreement | Sets out terms of operation of PAW. SU also involved in the Agreement. | Signed in April 2012. |
| Photocopier Lease | Covers three photocopiers. | Expires in 2015. |
| Power Plant and Dewey's | The GSA has four agreements with the U of A and/or the SU. | Meetings are ongoing. |
| Referenda Master File | All referenda questions that actively impact graduate students (eg. UPASS, PAW Centre, GSAP, Health and Dental Plan, etc). | Compiled and filed. |
| Triffo Lease | Detailed lease covering our use of Triffo office space . | First-ever lease was signed in April 2012; 5-year term, four renewals. |
| Tuition Agreement Letters | Letters from the University stating the tuition increases for the upcoming academic year. | Received annually. |
| UBEF | UBEF administers the GSA's emergency bursary funds. | Oral agreement only. |
| Transit Agreement with the U of A | Governs U-PASS. | Referendum question before Council February 2013. |
| Agreement with the City of Edmonton | Governs U-PASS. | Reviewed in April 2012-13. |

Best,
Ellen

**Executive Director, Director of Operations, and Associate Director
Report to the GSA Board, January 23, 2013**

Dear All,

Week in Review – Strategic:

- **Nominations have opened** for the **2013 election cycle** and the **nomination process for GSA awards** has also begun. **This is the first year we have had time to build infrastructure and institutional memory in these two areas.**
- Preparation of the **2014-2015 budget** and the **five-year budget/business plan** has been a top priority – as has the development of **Budget Principles, Practices, and Procedures.**
- **Modernizing GSA services through fill-able forms and direct deposit takes effect in January!** We are just waiting for the University to finalize details and then direct deposit will begin – Board members will be kept updated regarding the process and a 101 will also be developed. **This is an extraordinary step for the GSA.**
- We are getting ready for the **2013 election cycle** – the GSA ERC met on January 3, 2013 and everyone is gearing up for the work ahead and **preparing templates and timelines** which will reduce support time next year.
- The GSA's **Information Sharing Agreement** is currently with the Office of the General Counsel. We have also had a meeting with Harry Davis, Information & Privacy Officer, regarding policies and procedures surrounding **undertaking a survey of graduate students** and have collected some definitive information on the issue. This represents the last review of some 12 major agreements begun in 2010.

Week in Review – Office Operations:

- **The office has expanded its hours** – we will now be open Monday mornings.
- The office team is hard at work assisting with the **early call for talent, the 2013 elections, and the scheduling of elected officials.**
- **Courts is transitioning into Katie's role** as Katie prepares to for her parental leave and Mikaela has **trained into an array of staff responsibilities and continues to take on several research projects.**
- Preparations are advancing for the upcoming **GSA Awards Night and associated adjudication process.**

**Executive Director, Director of Operations, and Associate Director
Report to the GSA Board, January 30, 2013**

Dear All,

Week in Review – Strategic:

- All whiteboards are crammed with ideas for streamlining our operations and continually working smarter in a variety of ways.
- **The 2013 election cycle** is in full swing! Last week's "Hot Topics" was a great success and we are working diligently **to build infrastructure and institutional memory in this area.**
- Ellen, Heather, and Courtney are in deep discussion about transition.
- The **2014-2015 budget** and the **five-year budget/business plan** are ready for Council, as are the redeveloped **Budget Principles, Practices, and Procedures** and the next round of **Quarterly Financial Reports.**
- **Modernizing GSA services through fill-able forms and direct deposit has taken effect!** This is a huge step forward for the GSA and will make us **more efficient and effective** in some of our key service areas. We have already received some great feedback from students on this.
- Internal planning (including the proposed creation of two new GSAB-administered awards) for upcoming March GSA Awards Night is intensifying. As with elections, we are working diligently **to build infrastructure and institutional memory in this area.**

Week in Review – Office Operations:

- The office team are assisting with the **creation of ongoing debriefs and snapshots of the Early Call and General Election 2013 processes** for clear institutional memory for these processes next year.
- Preparations and work associated with **migrating to the U of A's centralized firewall** are ongoing – this is a big step for the GSA and part of important modernizing efforts.
- Katie is wrapping up a few projects (such as **building much needed strategic workflow calendars to streamline office operations**) as she prepares for her parental leave (**tomorrow is her last day!**).
- Courts has taken over many of Katie's responsibilities and Mikaela has **trained into an array of staff responsibilities and continues to take on several research projects.**

**Executive Director, Director of Operations, and Associate Director
Report to the GSA Board, February 6, 2013**

Dear All,

Week in Review – Strategic:

- Ellen, Heather, and Courtney continue to be in deep discussion about **transition**.

- **Modernizing GSA services through fill-able forms and direct deposit has taken effect.** The first sets of applications for direct deposit have been processed. Migration to a new firewall (another important modernizing step for the GSA) will occur shortly.

- Internal planning for upcoming March GSA Awards Night is intensifying. As with elections, we are working diligently **to build infrastructure and institutional memory in this area**.

- Likewise, **internal planning surrounding elections and referenda** is in the works (including **plans for much needed policy and bylaw review and reform**).

Week in Review – Office Operations:

- The office team are assisting with tasks associated with the **adjudication of GSA awards and Awards Night planning**. Preparations for **Take Back the Term** (which was held on February 2) were also carried out with assistance from the office team.

- Our **D&O insurance** has recently been renewed.

- **Comprehensive calendars for work flow and vacations/absences** are being developed – the thirteen month work flow calendar captures key functions and operational elements such as budget preparations and timelines, events planning, and committee replenishment (among other things).

- **Several ongoing research projects** are being handled by the office team.

- **Katie's last day was January 30** and, thanks to Courts and Mikaela and the rest of the office team, operations are running smoothly.