Bylaw 4 - Officers

1.4.5.1 The Chief Executive Officer shall deliver a written report outlining Executive and Board decisions and activities including, but not limited to, signed contracts, new employees hired and negotiations concluded and in progress.
MISSION STATEMENT

The purpose of the MSU is to draw into a true society all students at McMaster University. In pursuit of this, it will foster activities and events, which will enhance the University experience of its members and contribute to the life of the University as a whole. Further, it will seek to facilitate communication between the student body, the University, and other organizations and will organize and regulate student self-government.

Welcome to the State of the Union,

The 2013/2014 State of the Union is a document intended to provide an authoritative perspective on the business conducted by the McMaster Students Union, including its officers, directors, staff and volunteers, since we took office in May of 2013. We have endeavoured to make this rather extensive document as readable as possible, in hopes the large of amount of information contained herein will provide a clear understanding of the depth and scope of the MSU’s operations.

What follows is an account of the efforts of more than 40 full-time staff, 300 part-time staff and 1000 volunteers who are instrumental in making the MSU one of - or more likely the most professional, transparent, inclusive and fiscally responsible student association in the country. As always, the Board of Directors welcomes comments, feedback and criticism of our efforts as stewards of the organization. Please do not hesitate to connect with us, as all members of the Board would be pleased to meet with you at your convenience to discuss any matter related to this document, student life or political advocacy.

Our mission statement reads: “the purpose of the MSU is to draw into a true society all students at McMaster University”. It is our hope that the following pages will accurately depict the huge variety of voices, initiatives, projects, challenges and accomplishments that define student government at McMaster University.

Sincerely,

THE 2013/2014 MSU BOARD OF DIRECTORS

David Campbell          Anna D’Angela                  Jeffrey Doucet                 Spencer Graham
President       Vice President              Vice President           Vice President
(Authorization)                 (Finance)                          (Education)
STRATEGIC THEMES

Whereby the MSU is driven to provide a service to the McMaster University undergraduate community, several strategic themes will be applied to ensure a holistic approach is taken in regards to its operations. These core values will be communicated effectively to all services and employees and as such, their mandates will reflect the essence of the McMaster Students Union.

Transparency
MSU operations, finances, milestones and tribulations will be disseminated to the general public without bias or misrepresentation. Any and all decisions which directly impact the mission statement of the MSU will be accessible to all students, unless in violation of legal conduct.

Accountability
MSU stakeholders, directors and any subsidiary members will be held responsible for decisions made, both personally and on one’s behalf. As the Board of Directors are the officers of MSU Incorporated, their responsibility is to ensure the functionality and fiscal stability of the MSU as a whole.

Affordability
The MSU, where possible, will investigate the viability of any project or service – both economic and non-economic – to ensure that the benefits outweigh the costs.

Inclusivity
The MSU will place a large emphasis on maintaining neutrality on contentious issues unless undergraduates are greatly disadvantaged by its outcome. The MSU will create a community that is welcoming of all and as such, will not discriminate against any group of students or contribute to any organization in breach of its mandate.

Sustainability
MSU operations shall prosper and survive. This will not inhibit innovation, creativity or risk, but proper research and analysis must be conducted to ensure longevity of the organization.
# TABLE OF CONTENTS

## 1 ORGANIZATIONAL OVERVIEW

## 3 SETTING THE CONTEXT: McMaster University in 2013/2014

- New University Administrators
- Establishment of the McMaster Institute for Innovation and Excellence in Teaching and Learning (MIIETL)
- Fall Break
- New University Budget Model
- New Premier and Minister of Training, Colleges and Universities
- New Tuition Framework and Fairer Payment Processes
- University Purchases 88 Forsyth Ave North

## 5 2013/2014: A YEAR IN REVIEW

### 5 STUDENT LIFE

- Hamilton Street Railway (HSR) Negotiations
- Campus Catering Options
- Undergraduate Student Initiatives Fund & Student Life Enhancement Fund
- Welcome Week
- Expanded Homecoming
- Study Space
- Online Chats
- Creation of Spark Pilot Program
- Course Wiki
- Renovations in the Student Centre
- Reduction of Summer Fees
- Health Plan
- MSU Services

### 13 ADVOCACY

- Academic Affairs Council
- TA Training
- Differentiation and Strategic Mandate Agreements (SMAs)
- Provincial Lobbying Initiatives
- OUSA General Assembly
- OUSA Student Survey
- Hamilton Post-Secondary Advisory Group (HPSAG)
- Federal Lobbying / CASA
- Satellite Lobbying
- Relationship with University Administration
- edYOUcation Week / Government Budget Submission
- MSU Policy Bank
COMMUNICATION
16 Communications Officer
16 ‘MSU and You’ Radio Show
16 Social Media Presence
16 President’s Page
16 Campus Media Screens

COMMUNITY ENGAGEMENT
17 Leadership Summit for Women
17 Discover Your City
17 For Ward 1
17 Chamber of Commerce
17 Entrepreneurship
17 The 17th Annual McMasters: MSU Charity Golf Classic

THE WORKPLACE
18 Corporate Governance and the Role of Executive Board
18 Anti-Oppression Training
18 Part-Time Manager (PTM) Training and Student Representative Assembly (SRA) Orientation
18 Welcome Week Training
19 Full-Time Staff Review Complete / Part-Time Staff Review Begins
19 Union Market and TwelvEighty

FINANCES
20 Audited Statements
20 Budget Process
20 Potential Changes to Bylaw 5 - Financial Affairs
20 Financial Transparency
21 Revenue vs. Expenditure

CONCLUSION

APPENDIX A: BREAKDOWN OF FULL-TIME UNDERGRADUATE STUDENT FEES

APPENDIX B: MSU OPERATING BUDGET 2013/2014 - NET
24 Per Student Breakdown of MSU Operating Fee
25 2013-2014 Approved Operating Fund: Larger Services - Net
26 2013-2014 Approved Operating Fund: Smaller Services - Net

APPENDIX C: PERSONNEL
27 Student Representative Assembly (SRA)
29 First Year Council (FYC)
29 Part-Time Managers (PTMs)
29 New Employees Hired
30 Full-Time Staff
ORGANIZATIONAL OVERVIEW

What is the MSU?
The McMaster Students Union is the largest student organization on campus. All full-time undergraduate students (enrolled in 18 units or more) at McMaster University are members of the MSU.

What does the MSU do for you?
The McMaster Students Union serves students through two main functions: political representation and the enhancement of student life. The MSU provides political representation and advocates for decisions that are in students' best interests at the university, municipal, provincial and federal levels of jurisdiction.

The MSU also offers many of the student services that you will use during your time at McMaster. You might get to know us through Welcome Week and our Campus Events department, visiting the Compass Information Centre, having lunch at TwelvEighty, listening to CFMU 93.3FM, volunteering with more than 20 distinct student services, our funding and assistance of more than 350 clubs on campus, or as a major partner in the McMaster University Student Centre (MUSC). You may even come and work for us. The MSU employs more than 300 students each year to run committees, oversee student services and work at our businesses, such as the Union Market convenience store or Underground Media+Design. We also provide health and dental plan coverage and a universal bus pass with the Hamilton Street Railway (HSR). As a member of the McMaster Students Union, you have a student run, multi-million dollar organization at your disposal to help you through the challenges, provide services and protect your interests within and outside the walls of McMaster.

For more information, as well as a complete list of our business, services and volunteer opportunities, please visit www.msumcmaster.ca, or contact one of your representatives:

MSU President, David Campbell president@msu.mcmaster.ca ext. 23885
Vice President (Administration), Anna D'Angela vpadmin@msu.mcmaster.ca ext. 23250
Vice President (Finance), Jeffrey Doucet vpfinance@msu.mcmaster.ca ext. 24109
Vice President (Education), Spencer Graham vped@msu.mcmaster.ca ext. 24017

How does the MSU represent you?
The Student Representative Assembly (SRA), the governing body of the MSU, is composed of 35 undergraduate students elected by their peers, inside each academic division. They work to provide the best possible MSU services and departments, address undergraduate students’ concerns and lobby the University to improve McMaster’s academic quality. The MSU exists to represent you and to help build a better community for all students.

During the academic year, the SRA meets bi-weekly in Council Chambers, Gilmour Hall 111. SRA meetings are open, public forums, to which anyone can attend without invitation or reservation. General elections for the SRA are held every March. Seats on the SRA are allocated by population; larger academic divisions have more representation. If seats become vacant, by-elections are held during the school year.
If you have any questions or concerns, you are encouraged to contact your SRA faculty representatives at the following email addresses:

**Arts & Science**: sraartsci@msu.mcmaster.ca  
**Commerce**: sracom@msu.mcmaster.ca  
**Engineering**: sraeng@msu.mcmaster.ca  
**Health Sciences**: srahealth@msu.mcmaster.ca  
**Humanities**: srahuman@msu.mcmaster.ca  
**Kinesiology**: srakin@msu.mcmaster.ca  
**Nursing**: sranursing@msu.mcmaster.ca  
**Science**: srasci@msu.mcmaster.ca  
**Social Sciences**: srassci@msu.mcmaster.ca
SETTING THE CONTEXT:
McMASTER UNIVERSITY IN 2013/2014

It is impossible to discuss a year in the MSU without referring to the broader context of McMaster. In an effort to keep this section concise yet relevant, only points of major impact will be discussed. Naturally, given the size and complexity of the institution, some details and events will inevitably be left out.

New University Administrators
In 2013, there was an unusually high turnover amongst University administration. New administrators included the AVP (Students and Learning), the AVP (Faculty), the AVP (Teaching and Learning) and the AVP (Institutional Research and Analysis). The past year also saw four new Deans appointed at McMaster. This turnover has made the year one of transition and new beginnings for the University.

Establishment of the McMaster Institute for Innovation and Excellence in Teaching and Learning (MIIETL)
McMaster repurposed the University’s Centre for Leadership in Learning (CLL) into a new and expanded institute, named MIIETL. The elevation from a “centre” to an “institute” was meant to indicate a renewed dedication from the University to foster top teaching practices at McMaster. The change was accompanied by the hiring of a new Associate Vice President position to lead the institute.

Fall Break
In 2012/2013, the MSU ran the “Make a Break” campaign, intended to lobby University administration to establish a fall break at McMaster. The campaign was successful and in the spring 2013 McMaster Senate approved the first ever fall break on a trial basis as part of the 2013/2014 academic calendar. The break included two days of no classes (October 31st and November 1st) followed by a test ban on the Saturday. Thus a four-day weekend was established. The class days were made up elsewhere in the calendar, such that the fall break had no impact on the number of teaching days or accreditation for McMaster programs. The break will run on a two year trial period, at which point the University will need to make a long-term decision. It is therefore important in the meantime that students and the MSU continue to demonstrate to University administration the value and importance of a fall break.

New University Budget Model
In 2014/2015 the University will implement a new budget model. The model will change the way that faculties and ancillary operations budget for the year. Faculties will have to place a larger emphasis on cost recovery and enrolment attainment. Under the new budget model, certain faculties (such as Social Sciences and Commerce) will see their operating allocations increase, while others (such as Humanities and Health Sciences) will see their operating allocations frozen. This will obviously have an impact on undergraduate education, as the faculties adjust to best serve undergraduate students.

Ancillary operations such as the Campus Store will also face budgetary constraints as they are expected to recover the cost of their operations. This will have an impact on students as service levels adjust in response to the budget model. Time will tell what the operational impact will be on undergraduate students, but the MSU will work closely with University administration to ensure that the student experience is not negatively impacted.
New Premier and Minister of Training, Colleges and Universities
The provincial government has a dramatic impact on both university funding and accountability. The Ministry of Training, Colleges and Universities oversees these processes. Following the resignation of Premier Dalton McGuinty in early 2013, Kathleen Wynne won the subsequent party leadership and replaced McGuinty as Premier. As Wynne made her cabinet choices, Brad Duguid was appointed Minister of Training, Colleges and Universities. Duguid’s priorities have been to increase post-secondary cost efficiencies through university and college differentiation, and guiding responsible growth for students and university infrastructure. A spring 2014 election is predicted, following the presentation of the 2014 Ontario budget.

New Tuition Framework and Fairer Payment Processes
Despite a continuing period of austerity in the Ontario government, student advocacy groups managed to make progress on slowing tuition growth for university students in April 2013. The MSU and the Ontario Undergraduate Student Alliance (OUSA) aggressively lobbied for a tuition freeze and asked the province to ensure that if tuition were to increase, the rate be no more than that of inflation. Ultimately, the government announced a new framework of three percent increases each year for the next four years. While continuing to outpace inflation, the new framework is two percent lower than the annual increase of five percent seen over the past seven years. In December 2013, OUSA also achieved success in so much that fairer tuition payment deadlines, removal of tuition deferral fees and associated interest rates, and major progress toward per-credit tuition were all announced.

University Purchases 88 Forsyth Ave North
The University recently purchased the property located at 88 Forsyth Ave North with the intent to convert it to a multi-purpose student lounge and resource centre. It is expected that a number of MSU services will be relocated to this location. However, using the space in this way will require re-zoning. The MSU is committed to lobbying for a re-zoning of this property.
2013/2014: A YEAR IN REVIEW

STUDENT LIFE

Hamilton Street Railway (HSR) Negotiations
Every three years, the MSU is mandated to bring the HSR agreement to referendum. The 2013/2014 year was the final year of the MSU’s current agreement with the HSR. Over the summer months and into the first semester, the MSU negotiated extensively with the HSR and brought several new options to referendum. In addition to brokering a continuation of the current agreement ($126 for an eight-month bus pass), the MSU secured two potential service improvements to be presented to students via referendum in January 2014. The two improvements in question are:

- Expanding the eight-month bus pass to twelve months for an additional $6 per student per year; and/or the
- Expanded service to the 51-University line during the day at peak travel times, and service (for the first time) between 1:30am and 2:30am, for an additional $6.50 per student per year.

Campus Catering Options
Catering on campus is routinely identified by undergraduate students as an issue in need of addressing. The MSU already invests in services such as TwelvEighty and Union Market, which provide low-cost alternatives to our University counterparts. The MSU intends to invest in catering capabilities at its retail locations to enhance catering options for student groups and campus clubs at McMaster. Coming shortly, TwelvEighty will be launching a catering menu that will be available to groups looking for affordable, low-cost food options for their events.

Undergraduate Student Initiatives Fund & Student Life Enhancement Fund
A portion of the Student Services Fee paid annually by students is allocated towards two funds that help support student life and the enhancement of student services. Formally known as the Student Services Program Support Fund, the newly named Undergraduate Student Initiatives Fund solicits proposals from individual students and MSU-status clubs for seed capital or financial support to help undergraduate students create, foster and grow new ideas and/or events for the benefit of campus life.

In addition, the Student Life Enhancement Fund supports projects to enhance student life through the delivery of student services. Project funding has ranged from a few hundred dollars to tens of thousands. The fund is accessible to all students, who can submit ideas and (pending approval), partner with either an MSU service or a department under the umbrella of the Office of Student Affairs. The promotion of this funding apparatus helps to encourage student ideas and ingenuity, as well as contribute to the betterment of student life.

Thus far in 2013/2014, the Student Life Enhancement fund has allocated $398,280 to enhancement projects, while the Undergraduate Student Initiatives Fund has contributed an additional $36,800 to student efforts. Proposals for 2013/2014 are still being accepted by each fund.

Welcome Week
Welcome Week 2013 was a tremendous success for the MSU. With the hard work of the Campus Events Department, students enjoyed two concerts (with a record attendance of over 6500 at the Arkells and LIGHTS concert), participated in longstanding traditions such as Airbands and the PJ Parade, and helped to raise over $137,000 for Shinerama to fight Cystic Fibrosis in Canada. McMaster’s Shinerama campaign was awarded “Best Overall Campaign” by the National Shinerama Awards.
Not only were there amazing events, the MSU committed to further assisting faculty societies in creating their own successful Welcome Week experiences, as well as increasing their presence. With the help of our Campus Events Department, these groups were able to better prepare and execute their plans for Faculty Day and Faculty Night. More efforts were also made to incorporate faculty societies into already existing programming, including the Shinerama Charity Casino and MacConnector. Recognizing the desire to institutionalized the presence of faculty societies during Welcome Week, the MSU has committed to continue this collaboration to ensure students feel welcomed and prepared for their journey at Mac.

**Expanded Homecoming**

The MSU made a concerted effort to expand McMaster’s Homecoming celebrations. From an undergraduate perspective, the Homecoming football game has been the main aspect of this weekend for several years. The MSU has also traditionally held a concert on the Friday evening. This year, the MSU collaborated with Alumni Advancement as well as Athletics & Recreation to create a new Expo event held on the Friday of Homecoming. The Expo featured many campus services and groups hosting games and giveaways, a stage with McMaster bands, food trucks and a t-shirt giveaway. The MSU also hosted Juno award-winning artist Dean Brody for the Homecoming concert. This weekend should continue to expand, offering bigger and better celebrations for students.

**Study Space**

Study space continues to be an important issue on campus. In the past, the MSU secured additional study space in the libraries, as well as extended library hours during exam periods. This year, the MSU successfully negotiated further expansion to library hours. Mills Learning Commons is now open 24/5 for much of the semester and both Mills and Thode Libraries now feature later hours on Fridays.

**Online Chats**

The MSU improved communication between students and the University by hosting two online chats with key University administrators, including President Patrick Deane, Provost David Wilkinson and Associate Vice-President (Teaching & Learning) Arshad Ahmad. The discussions, featured on the MSU website, allowed students to directly voice their questions, concerns and opinions on key issues facing students in the coming years, including the advent of online courses and the system-wide differentiation process occurring at Ontario universities. The MSU hopes to continue facilitating the direct voice of students through a variety of digital formats in the future.

**Creation of Spark Pilot Program**

For many first-year students, the transition to university is often overwhelming. Seeing that some students fell through the cracks and were not making the most of their university experience, the MSU initiated a brand new transition and mentorship program - Spark. Piloting in the fall of 2014, Spark will connect small groups of first-year students with upper-year mentors for weekly sessions that cover a wide range of topics and activities. Not only will Spark help first-year students build a stronger peer support network, it will also introduce participants to a wide range of involvement opportunities. Ideally, Spark will help first-year students to develop reflection skills, useful for the rest of their undergraduate career.

**Course Wiki**

The MSU website will launch a new addition in spring 2014 - the MSU Course Wiki. The wiki will allow McMaster students to browse, edit and construct course pages in order to make a better-informed decision about which courses to take during their undergraduate degree. Features of the Course Wiki will include detailed course descriptions, required course materials, evaluation methods, study tips and a comment section. The wiki is designed such that students may login and edit any course information in real-time, should any feature of the course be altered.
Renovations in the Student Centre
In 2012, students finished paying the capital loan for MUSC. In the process of completing the payment, $1.1 million was collected from students in excess funds. Finding a way to appropriately use this money is an ongoing challenge. The excess must be used solely for the original purpose of supporting the Student Centre’s capital assets and must not be put towards any other costs of the building. This year, the MSU saw advancements in this regard, with the installation of new power outlets and other improvements made in MUSC. Yet the majority of the $1.1 million remains to be spent. Larger ideas for capital investments are being discussed at the MUSC Board of Management and students should see more substantial investments being made with their money soon.

Reduction of Summer Fees
The MSU made a priority in 2013 of addressing two summer fees: the Athletics & Recreation fee and the McMaster Association of Part-Time Students (MAPS) organization fee. Each of these fees are charged to full-time students who take summer courses as if those students were in fact part-time students. As a result, they create an unfair duplication of fees for those students. In September 2013, the Student Representative Assembly voted overwhelmingly (26-0-3) to rescind the MSU-MAPS agreement which defined summer students as MAPS members. University administration has since indicated that they will respect the SRA’s decision, pending appeal from MAPS. A final decision by the University will be made by March 1st, at which point the University Fees Committee will set the fee schedule for 2014/2015. At this point, it is the MSU’s expectation that both of these fees will be eliminated in the upcoming cycle.

Health Plan
During the Presidential election of 2014, the MSU Health plan will have three additions put to referendum, giving students the opportunity to enhance their health coverage. The referendum will ask three separate YES/NO questions, each offering a different aspect of extended coverage. Options will include oral contraceptive coverage, eye and vision care coverage and finally extended health care coverage (vaccines, nutritionists, dieticians, chiropractors, etc). The referendum will not impact the current dental plan.

MSU Services:
ACCOUNTING DEPARTMENT
The Accounting Department endeavours to help the various departments and services of the MSU with deposits, payments and anything else accounting related. The e-commerce module implemented last year, has seen a strong increase in usage. The Accounting Department also had to handle the launch of the University’s new accounting software. There were some challenges along the way but staff worked very hard to minimize the impact on any of the MSU’s departments/services.

ADVOCACY STREET TEAM
The Advocacy Street Team has been busy this year with a variety of campaigns related to the quality of education at McMaster. The “Stop! You’ve Paid Enough” campaign asked students to report perceived unfair fees and provided education concerning the Ancillary Fee Protocol. Later in the semester, Advocacy ran edYOUcation Week, which gathered feedback from students regarding what they felt was lacking in their education. In collaboration with OUSA, the Street Team produced a video which informed students about the complexities of student financial aid. The results of edYOUcation Week were compiled and will be sent to the government in the form of a pre-budget submission. The results of the week will be used to make provincial spending recommendations for post-secondary education.

AVTEK
AVTEK is continuing its growth on campus, as well as in the surrounding area. AVTEK is well underway with a full transition to digital equipment (mixing boards, processors, snakes etc.) and it has seen a huge improvement to the finished product, as well as efficiency of setup and removal. AVTEK is looking to improve its lighting substantially this year to enable higher quality yet more cost-effective events. Majors projects
this year include Welcome Week with Tommy Trash and other great acts, as well as Bill Nye in Burridge Gym, which was a huge success. At the Bill Nye show, the AVTEK crew put on one of the most professional and high-end corporate shows in its history.

CAMPUS EVENTS
MSU Campus Events delivered another successful year of events and programming. In the second year of the Orientation Levy, Campus Events expanded its orientation programming, including record-setting attendance at its Arkells and LIGHTS concert (6576 students), the largest Sidewalk Sale since its inception in 1998 (bringing in the largest financial earnings to date), continued positive community relations with the PJ Parade and increased support for faculty-specific programming. Campus Events partnered with Athletics & Recreation and with Alumni Advancement to develop a new Homecoming Expo. New partnerships were developed with the McMaster Nuclear Reactor and other student groups resulting in McMaster’s strongest Movember campaign yet. The MSU’s largest speaker event to date brought Bill Nye the Science Guy to McMaster for a sold-out show.

CFMU 93.3FM
In 2013, CFMU surged ahead in terms of its public profile and campus popularity. A new Student Opportunity Position was implemented and the resulting Community Outreach Coordinator now represents the station on- and off-campus and via social media. This has led to an all-time high in volunteer numbers. Other highlights included a day-long on-site broadcast at the Supercrawl festival and the release of the annual compilation of Hamilton music Everybody Dance Now, which charted across the country. As well, the Marauder Men’s and Women’s basketball broadcasts now cover the entire season. Additionally, CFMU 93.3FM was a co-presenter with MSU Campus Events of Bill Nye. In November, CFMU was awarded three Hamilton Music Industry Awards, including CFMU’s seventh “Station of the Year” award.

CHILD CARE CENTRE
The Centre continues to run at full capacity providing a valuable asset to McMaster students with a vibrant learning environment for the children of students, staff, faculty and community. The Centre hired six undergrads part-time during the school term, as well as additional four full-time in the summer, through the McMaster Work Study program and Canada Summer Student Grants. In August, the Child Care Centre said goodbye to the kindergarten class (due to Ontario’s All Day Kindergarten program) and revamped the space to create a new toddler room. The new space includes a new washroom/diapering area that will accommodate three groups of toddlers increasing the Centre’s capacity to 15. The Centre will open up an additional group of preschoolers in March of 2014 in the former toddler room. The new preschool room was reorganized and redecorated to provide a welcoming and natural space. Once again, the MSU Child Care Centre has maintained a gold rating across the board from the Raising the Bar program, an annual review that represents a commitment to high quality, early childhood education.

CLUBS
The MSU Clubs Department has grown and now encompasses over 360 student-run groups. Thousands of students attended ClubsFest and ClubsFest II and witnessed the amazing opportunities these groups offer. MSU clubs have been more active than ever before. This year, clubs have performed on national television, held university-wide conferences, attended hundreds of events and competed on the national level. There have also been a number of large-scale club events which brought thousands of students from different universities to McMaster. Clubs continue to have a positive impact on not only the McMaster and Hamilton communities, but also the international community by raising awareness and supporting a wide variety of causes, issues and initiatives.

COMPASS INFORMATION CENTRE
This year Compass has focused on ‘service awareness’ targeting first-year students and those situated outside of MUSC. Compass continues to provide an invaluable service to the McMaster community through
convenient transit ticketing options for McMaster commuters and as a sales/promotion outlet for various internal and external services/groups. Compass continues to work with transit providers in order to maintain and relay the most accurate information to its customer base and to improve the speed and efficiency of daily transactions.

**CREATING LEADERSHIP AMONGST YOUTH (CLAY)**
CLAY successfully transitioned from a four day to a three day event in 2011, which will be continued in 2014. Conference attendance increased in 2013 and included a dramatic increase in Hamilton delegates thanks to CLAY’s promotional efforts with local school boards. CLAY’s goal in 2014 is to continue to become more Hamilton-community focused, drawing delegates from local schools, while working towards securing more external sponsorship for the conference.

**DIVERSITY SERVICES**
MSU Diversity Services celebrated its tenth anniversary in 2014. As such, it began fresh this year with a new logo and subsequently increased its publicity on campus and online. The first highlight was the “Take a Seat, Make a Friend” campaign. This was a unique educational approach in which students were reminded that despite differences, all are united in their humanity. Furthermore, the service worked on strengthening its partnership with Hospitality Services inside Bridges Cafe, while currently working on new initiatives to ensure Bridges is meeting the needs of students. Diversity Services offered many collaboratively-run events throughout the semester, including “Uniting Voices: A Community Forum on Violence Against Indigenous Women in Canada” and “Holocaust Education Week”. Diversity Week - a marquee event - took place from January 13th - 17th and showcased all that McMaster has to offer within each of the five pillars of Diversity Services. This year, the service has seen a dramatic lift in terms of its publicity and positive visibility across campus.

**ELECTIONS**
Since switching to an online voting system several years ago, voter turnout has increased. This year, the MSU Elections Department has negotiated a multi-year contract with Simply Voting, the online voting system provider. As a result, Elections is now assisting other clubs and societies by hosting their respective elections. New this year, an updated set of pre-campaigning rules have been drafted. The new rules will be implemented in the 2014/2015 academic year.

**EMERGENCY FIRST RESPONSE TEAM (EFRT)**
The Emergency First Response Team had a busy year in 2013. In February, the MSU team placed first in the NCEMSF skills competition, a North American conference where the skills of campus first response teams across Canada and the United States are tested. In the summer, EFRT began running ride outs with Hamilton EMS, giving responders an opportunity to observe paramedics and their role in the community. This year, EFRT welcomed eleven new responders to the team after a month of training and practising skills. First Aid / CPR courses and extremely fast response times across campus remain staples of the EFRT repertoire.

**FIRST YEAR COUNCIL (FYC)**
FYC had been highly engaged, interacting with the Inter-Residence Council (IRC) to collaborate on a number of events in 2013/2014. To complement its already popular and successful social programming, FYC begun a series of academic feedback sessions, focusing exclusively on the first-year experience.

**HORIZONS**
The Horizons team ran a highly successful conference geared towards welcoming first-year students to McMaster. With a strong emphasis on external sponsorships, Horizons was able to maintain the quality of its conference while reducing costs. Horizons has the added benefit of providing opportunities for leadership and self-growth for the delegates and student volunteers.
MACGREEN
MACgreen started the year by hosting 60 volunteers at this year’s Mac Serve Day of Learning. In doing so, MACgreen helped remove invasive species in the McMaster Grasslands. Later in the semester, MACgreen partnered with the Color Me Rad run held at Christie Conservation Area. With the effort of 100 volunteers who helped clean after the event, Color Me Rad donated over $12,000 to the Hamilton Conservation Foundation. MACgreen also held a Bike to the Bay event and redesigned the Used But Not Bruised notebooks. Student environmental education will continue to be the ongoing focus of MACgreen.

MACYCLE
MACycle moved to its new home under Ron Joyce Stadium in the summer of 2013. The new location posed a visibility challenge for the service. With a strong promotional push, MACycle grew their membership base over last year. In addition, MACycle (in partnership with McMaster Security Services) began hosting McMaster’s repossessed bike auction, which generated new revenue for the service.

MAC BREAD BIN
Mac Bread Bin saw large numbers of volunteer support this year, thanks to strong promotions. Mac Bread Bin raised over 3500 pounds of food for Living Rock Ministries, a local charitable organization working to help underprivileged youths. Furthermore, an outing to Living Rock with several volunteers was organized to see what other groups are doing to target similar issues of hunger, while also exploring the Hamilton community. The Good Food Box campaign remains very popular.

MAC FARMSTAND
Mac Farmstand began relationships with three new farmers this year. In addition, Mac Farmstand expanded operations to included a very popular salad bar, as well as new offerings of jams and sauces. A great group of engaged volunteers were on hand this year. Mac Farmstand volunteers had the opportunity to visit one of the new farms and helped harvest garlic. As always, there was tremendous interest from the campus community about Mac Farmstand.

MARMOR (YEARBOOK)
The Marmor no longer sits as a stand-alone service. The operations of the yearbook are managed under the auspices of Underground Media+Design. As such, the Marmor volunteers and staff have spent the last year resolving several outstanding publication issues. The Marmor is almost completely up to date in terms of production and looks forward to its first full year inside the Underground umbrella.

MAROONS
The service started the year strong with the launch of numerous campaigns, such as the Maroons Mentorship Program, the Maroon At Heart campaign and the reintroduction of the Maroons Formal. In addition, a revised method of Maroon representative training was provided, which included a restructuring of the Maroons Mandate and Anti-Oppression Training. Finally, the Maroons’ outreach has greatly increased this year, including partnerships with numerous MSU services, Alumni Advancement and McMaster Athletics & Recreation.

NETWORK & IT
The network infrastructure mirrors the growth of the MSU, with explosive expansion in recent years creating many challenges in supporting infrastructure. By proactively addressing the ever increasing reliance on technology, the network will better support staff and be well positioned to address current and future technology needs.

Since the launch of the MSU’s newest website in 2012, the network has processed over $110,000 in online sales. Efforts to minimize online transaction fees make website sales a convenient and affordable option for students. The site is well used with over 21,000 student and affiliated users. A newly negotiated development contract will help ensure ongoing support and continued relevance of the site and its value to students.
OMBUDS OFFICE
Co-funded by McMaster University and the McMaster Students Union, the University Ombuds office is available to assist students, staff and faculty in the just, fair and equitable resolution of University-related complaints and concerns. The University Ombuds explain University processes and policies, objectively review situations, help generate options and assist in pursuing resolutions for both academic and non-academic matters. Except where there is a risk of harm, the Ombuds will not identify confidences or act on them without permission. In addition to assisting with individual disputes, the office also advocates for improvements to existing systems and highlights matters of University-wide concern. The Ombuds office is a concrete example of the commitment from the MSU and the University to self-evaluation, fairness and the well-being of all its members.

PEER SUPPORT LINE
The Peer Support Line completed its first semester as a full service, following the success of the pilot project that occurred during the second semester of last year. Volunteer training for the peer listeners was facilitated by the Student Wellness Centre. Since the launch, volunteers have been ready to accept calls from 7pm-1am, seven days a week with the exception of holidays. During the second semester, the line will continue to operate and new volunteer recruitment and training will begin.

PROMOTIONS AND ADVERTISING COMMITTEE (PAC)
Over the past year, PAC has continued with its regular posting routes throughout campus. With a small team of volunteers, the service has maintained the applicable message boards, especially around peak periods. PAC is currently working to transition the service to operations under the guidance of Underground Media+Design. In name, PAC will cease to exist at the end of the 2013/2014 academic year. However, the postering service will continue to operate via the staff of Underground, beginning September 2014.

QUEER STUDENTS COMMUNITY CENTRE (QSCC)
QSCC organized and hosted the fifth annual MacPride celebration, which was also the largest campus has ever seen, featuring eleven events over five days. QSCC boasted a record number of volunteers and participants in almost all their events this year. After the outstanding success of the new speed dating social (over 50 participants), this event will likely be added to the ongoing program delivery of the service.

SHINERAMA
McMaster students continue to be huge supporters of Shinerama. In 2013, the MSU-led Shinerama campaign was extremely successful, exceeding expectations and setting a new McMaster record by raising over $137,000 to fight Cystic Fibrosis in Canada. The MSU’s campaign was awarded “Best Overall Campaign” by the National Shinerama Awards.

THE SILHOUETTE
The Silhouette is the largest broadsheet student newspaper in the country. The quality of McMaster’s student newspaper remains outstanding. As the print offerings of The Silhouette have an estimated circulation of 10,000, the next step for The Sil is to expand its online presence. A new and improved Silhouette website is expected for spring of 2014.

STUDENT COMMUNITY SUPPORT NETWORK (SCSN)
SCSN strives to inform students about housing by-laws and helps improve community relations. SCSN has been very busy this past year. With a strong team of Community Assistants, SCSN assisted with the ongoing Discover Your City campaign, helping more students explore Hamilton. Also, SCSN hosted the second annual ‘Change Camp’ which gave students, faculty, alumni and community members the chance to meet in an open space and discuss different issues related to community and the University. In addition, SCSN is very proud of the successful Toys for Joy campaign which ran throughout the month of December, benefiting the McMaster Children’s Hospital.
STUDENT HEALTH EDUCATION CENTRE (SHEC)
SHEC's first semester of the school year was a strong and successful one. Highlights included Sex 101, Above
the Influence Addictions Awareness Fair and Stressbusters. Thanks to enhanced efforts on promotions and
social media, SHEC has increased the demand of its walk-in services compared to the previous school year.
Other events under way are the New Year’s Resolutions Fair, the release of a new promo video, the first ever
SHEC Week and the next round of Stressbusters.

STUDENT WALK HOME ATTENDANT TEAM (SWHAT)
The service that SWHAT provides has been improved in several significant aspects during the 2013/2014
term. SWHAT increased its average number of walks per month. This is a product of more effective use of
promotional tactics, such as social networking and Welcome Week representatives. During the November
Walkathon fundraiser, SWHAT provided service to 178 clients, 100 more than the previous year. Also, SWHAT
has experienced an increase in volunteer interest.

TEACHING AWARDS COMMITTEE (TAC)
The MSU Teaching Awards Committee had an extremely fruitful first semester. The Fall Nomination Period ran
from November 4th-15th and secured over 1600 nominations. Additionally, the Teaching Awards Committee
conducted an Evaluate Your Education survey that will be used to help guide future policy recommendations
and improve teaching and learning at McMaster. TAC is looking forward to running the Winter Nomination
Period, February 3rd-14th, as well as announcing this year’s Teaching Award winners at the annual ceremony
on March 20th.

TERRY FOX RUN
The annual Terry Fox Run took place on Sunday, September 15th. As per usual, the Terry Fox Run had a great
turnout from both the McMaster and Hamilton communities.

TWELVEIGHTY
TwelvEighty had a very good year, thanks in part to a large portion of the team having been with the service
for their whole academic career, resulting in one of the most experienced staff complements TwelvEighty has
ever had. This has increased the quality of both food and service that TwelvEighty has to offer. Unfortunately,
most of the experienced staff will be leaving this year and TwelvEighty will have to build on the foundation
constructed over the last few years. Club business has seen a decrease recently, likely due to a combination
of age demographics and off-campus competition. As a result, TwelvEighty has worked to capture new
customers through a strong social media presence and new, innovative food/drink specials.

UNDERGROUND MEDIA+DESIGN
Underground Media+Design has positioned itself to continue the growth and quality of service the
department has enjoyed in the last year. The addition of another professional designer has allowed
Underground Media+Design to upgrade its service offering to both internal and external clients, with the
Marmor and web design examples of department improvements. In response to market demands, the
addition of large format printing is now available via Underground Media+Design. The availability of a large
format printer further enhances the customer options and overall marketability of the Underground.

UNION MARKET
Union Market underwent several alterations and improvements this year. A renovation allowed for design
changes to be made to the store. As a result, Union Market was able to expand on its product availability, as
well as improve traffic flow. The addition of a larger grab-and-go fridge, a gluten-free section and a third
cash register has improved customer service growth and retention. Union Market continues to pride itself on
providing healthier options at affordable prices and will strive to continue doing so.
ADVOCACY

Academic Affairs Council
The Academic Affairs Council (AAC) brings together student advocates from the MSU and all of McMaster’s faculty societies to discuss and debate important academic issues. This year, the MSU helped build a better process for student advocacy at the faculty-specific level, through the creation of the State of Education advocacy document. The document is a collaborative project from the AAC and serves as an important tool for articulating the critical issues students face within each faculty. Notable themes include experiential education, class sizes and resources dedicated to laboratories and tutorials. Students are able to use this document to bring attention to these issues and advocate for change.

TA Training
A key point of President David Campbell’s 2013 platform was the establishment of better training for teaching assistants (TAs) at McMaster. The MSU President and VP (Education) initiated a working group involving the MSU, the McMaster Institute for Innovation and Excellence in Teaching & Learning (MIIETL), the Graduate Students Association (GSA), McMaster’s Office of Graduate Studies and CUPE 3906, to design and execute a more comprehensive and holistic orientation program for TAs. Through careful integration of comprehensive skills development sessions, anti-oppression and mental health training, as well as other classroom leadership opportunities, the goal of these efforts is to ensure McMaster teaching assistants are the best-equipped in the country.

Differentiation and Strategic Mandate Agreements (SMAs):
After significant investment into post-secondary education since 2002/2003, the Ontario government is seeking to make the PSE system more cost-efficient by mandating each institution to focus on their areas of strength. On a practical level, differentiation will affect important parts of the campus experience, such as class sizes, enrolment and quality of education. As such, the MSU has been working hard to ensure the voices of students are heard by University administration and the provincial government throughout this process. The Ontario Undergraduate Student Alliance (OUSA) has regularly engaged with the Ministry of Training, Colleges and Universities to ensure that universities continue to offer an accessible, affordable and high quality post-secondary education. Additionally, the MSU has been instrumental in ensuring McMaster’s SMA represents the best interests of undergraduate students, through hosting open forums and discussions and providing comments and criticisms of the SMA throughout its inception.

Provincial Lobbying Initiatives
The Ontario Undergraduate Student Alliance (OUSA) represents over 140,000 students across Ontario, McMaster students included. Due to the province’s considerable amount of control over post-secondary funding and policy, the MSU is a highly active member of OUSA and has helped solidify OUSA’s reputation as a thought leader on student issues. Earlier this year, OUSA was a crucial player in slowing tuition growth, achieving fairer tuition payment processes and securing a multi-million dollar investment in campus mental health initiatives. OUSA is also making headway on achieving a more rational credit-transfer system between universities. In November 2013, the MSU President and VP (Education) lobbied MPPs on a variety of exciting initiatives including; increased upfront grants for low and middle-income students, more support for work-integrated and experiential learning and increased funding to hire more teaching-stream faculty. Teaching stream faculty is a solution that aims to address both class size and quality of education issues. Several government submissions, reports and pre-budget consultations from OUSA have helped advance these issues and have been both well received and cited by the provincial government.
OUSA General Assembly
Twice a year, OUSA holds a General Assembly wherein student delegates from each member association (MSU included) debate, discuss and pass policies on the issues facing students in Ontario. This March, General Assembly was held at Brock University, where delegates passed three new policies on student employment, online learning and public-private partnerships. In October of the same year, General Assembly passed some major revisions to existing policy on student success, university access and ancillary fees. Some notable additions from the MSU included recommendations on strengthening student entrepreneurship, adopting stronger private donation policies to protect academic freedom, and proper training for instructors and teaching assistants before entering the classroom.

OUSA Student Survey
In order to effectively lobby for high quality, affordable and accessible education for students, OUSA relies on research to drive their policy and advocacy process. For this reason, OUSA runs a biennial survey which asks students about their experiences, including OSAP, financial assistance, in-study employment and much more. Thanks to strong communication and promotion of the survey, McMaster students formed the highest group of respondents among all participating institutions this year (over 2600). Student feedback will be codified and incorporated into future OUSA policy and advocacy priorities for the organization.

Hamilton Post-Secondary Advisory Group (HPSAG)
The MSU prides itself on the excellent relationship we have fostered with our local MPP. The MSU, along with the student representatives of Redeemer and Mohawk, have continued our tri-annual meetings with our local Member of Provincial Parliament, Ted McMeekin. The most recent meeting was held at Mohawk College, where the MSU urged government action to invest in co-ops, internships and experiential education at universities. HPSAG gives the MSU an opportunity to voice many of our concerns in a student-driven forum, making our voices stronger. These meetings are unique to Hamilton and to our knowledge do not occur at any of our partner student unions. As a McMaster graduate and former Parliamentary Assistant to the Ministry of Training, Colleges and Universities, McMeekin is a strong advocate for students and these meetings give us an opportunity to maintain pressure on the provincial government.

Federal Lobbying / CASA
The MSU is actively involved in the Canadian Alliance of Student Associations (CASA), a federal lobbying organization that advances student issues of affordability, accessibility and quality of education in Canada. Although post-secondary education is overseen by the province, the federal government also plays a role in a wide variety of student issues, including the Canada Student Loans and Canada Student Grants Programs, restrictions on international students, access for Indigenous students, support for mental health and much more. In particular, CASA's pre-budget submission, lobby week and formal budget proposal highlighted multiple inadequacies with the federal student financial aid system. Through CASA, the MSU helped to advance progress on making smart investments for students.

Satellite Lobbying
Outside of central work done through OUSA and CASA, the MSU has taken the initiative to nurture and cultivate relationships with MPs and MPPs from the Hamilton area. This year, the MSU engaged with government decision-makers on student issues, including provincial NDP leader Andrea Horwath, Hamilton-area MPs David Sweet, David Christopherson and Chris Charlton, and former critic of Training, Colleges and Universities, Rob Leone. The MSU will continue to pursue satellite lobbying initiatives in the future to gain additional support for post-secondary issues.
**Relationship with University Administration**

Quite often, the interests of students closely align with university priorities for advancing quality of education and improving the student experience. The MSU continues to maintain a positive working relationship with the University, ensuring that students are always involved in university-level decisions. There have also been a number of changes to senior management this year, with the arrival of three new Associate Vice Presidents (AVPs) under the management of Provost & Vice President Academic, Dr. David Wilkinson. The MSU would like to welcome AVP (Students & Learning) Sean Van Koughnett and AVP (Teaching & Learning) Dr. Arshad Ahmad to the McMaster community. As well, the MSU congratulates Dr. Susan Searles-Giroux on her appointment as AVP (Faculty). The MSU has enjoyed working with these individuals in their early months. Continuing to foster a positive working relationship with University administration, in order to advance the agenda of undergraduate students will remain a priority of the organization.

**edYOUcation Week / Government Budget Submission**

During the 2014 provincial budget cycle, the MSU put forth a unique budget submission to the government of Ontario. Beginning with the September edYOUcation campaign run by the Advocacy Street Team, students submitted ideas for improving the quality of their educational experience, collected on hundreds of individual puzzle pieces. The themes of better support for experiential education, paid internships, better classroom pedagogy and the growth of teaching-focused faculty arose from students. Those themes were codified into a visually-appealing ten page submission, accompanied by video from the week, as well as the actual puzzle pieces collected from students. The MSU mailed the package to the Ministry of Training, Colleges and Universities and submitted the document to Ontario’s Finance Committee and Ministry of Finance for official consideration in the 2014 Ontario Budget.

**MSU Policy Bank**

Organizational advocacy policies take stances on the issues that affect students. They are essential tools to advance student issues with local stakeholders, including University administration and the municipal government. This year, the MSU will continue to expand our repertoire of policies on a number of different issues including student retention, quality of teaching & learning and Access Copyright. They layout thoughtful recommendations for the proper training of instructors and TAs, support for teaching & learning centres, teaching-stream faculty, improving student engagement with the city of Hamilton and guidance as to how the University can save students money in terms of courseware.
COMMUNICATION

Communications Officer
In August of 2013, the McMaster Students Union hired a new Student Opportunity Position - Communications Officer. The new role is tasked with acting as a resource for the various MSU services with marketing and promotional strategies, as well as providing photography, design, video and communication-based help to the MSU and its Board of Directors. The MSU works to maintain awareness of the various services and their origins through brand recognition. The integration of the Communications Officer position helps ensure branding guidelines are being used consistently and uniformly across the website, social media channels and hard copy promotional materials. In addition, the Communications Officer is also responsible for assisting with website updates/developments, as well as act as a resource to service managers.

‘MSU and You’ Radio Show
A tradition for each year’s Board of Directors, the “MSU and You” Radio Show on CFMU 93.3FM continues every Monday from 12pm-1pm. This year, the show had numerous on-air guests to discuss issues in the MSU, the University and the wider community. The radio show aims to balance informing students and listeners of opportunities and events in the MSU, while also providing colourful commentary on a variety of issues, from Queen’s Park to Marauder sports and everything in between.

Social Media Presence
The MSU continued to place an emphasis on utilizing and expanding its social media presence. Through active and engaging use of both @MSU_McMaster and facebook.com/MSUMcMaster the MSU has grown its followership considerably. Now boasting more than 5000 followers, the MSU’s Twitter account is fast becoming a campus staple for information, contests, giveaways and updates about everything McMaster. The use of social media tools within individual MSU services has also grown in prominence, as Part-Time Managers receive greater amounts of support and training of social media use thanks to the part-time role of Social Media Coordinator.

President’s Page
The Board of Directors continues to make use of The Silhouette as a means of communicating timely information about projects and events to the student body. Located on the front inside cover and published weekly in each issue of The Sil, the President’s Page features graphics and articles relating to issues in post-secondary education, updates on MSU events, financial reports and project briefings. An archive of the President’s Page is available on the MSU website.

Campus Media Screens
For years, campus partners were looking for ways to better update students as to what was available at McMaster University. In partnership with Security Services, as well as the Offices of Student Affairs and Public Relations, the McMaster Students Union designed a Student Life Enhancement Fund proposal to meet that goal. A network of campus-wide display screens now offers another method of outreach to the campus community. The network, with its 29 screens in 17 major buildings across campus, is available for use by all departments and student groups. In the case of an emergency, the system can be utilized by Security Services to broadcast important and critical information or instructions. Use of the screen network by campus and student groups is accessible through Underground Media+Design.
COMMUNITY ENGAGEMENT

Leadership Summit for Women
The Leadership Summit for Women, a partnership between the MSU, McMaster University’s Student Success Centre and the YWCA Hamilton saw a successful third year. Conference attendees, from both the McMaster and Hamilton communities enjoyed remarks by queer artist, activist and educator Kim Katrin Crosby and Ontario’s first female Premier Kathleen Wynne. In addition, a variety of workshops were held. Intending to bring the unique voices and experiences of women to the forefront, conference attendees were provided the opportunity to share and reflect on their experiences while also determining ways that they could grow and empower women as leaders.

Discover Your City
Noticing a division between the Ainslie Wood/Westdale community and downtown Hamilton, the MSU sought to increase student engagement within the Hamilton community this year. The Discover Your City outreach campaign utilized the student-run media (such as The Silhouette, blog posts and social media) to highlight student-friendly events and activities within the city. Discover Your City also featured a unique t-shirt design with Hamilton landmarks mapped on the back.

For Ward 1
Recognizing the importance of community engagement in the City of Hamilton budgeting process, the MSU actively encouraged students to participate in the “For Ward 1” campaign, led by Councillor Brian McHattie. The campaign encouraged members of the community to submit and then subsequently vote on capital infrastructure projects happening within McMaster’s ward. The MSU looks to continue to be engaged with this initiative moving forward.

Chamber of Commerce
This year the MSU joined the Hamilton Chamber of Commerce. The MSU joined the Chamber in hopes of continuing to further entrench important relationships with municipal stakeholders. In particular, the MSU will work to connect student interests with those of the Hamilton business community. The MSU continues to identify student retention as an important priority for McMaster students, the University and the City of Hamilton. Connecting graduating students with available jobs in the city of Hamilton will prove essential in assisting the multifaceted issue of student retention improvement.

Entrepreneurship
Entrepreneurial opportunities provide students with a multitude of new options for skills development, and offer a strong stepping stone for future jobs and careers. This year, the MSU advocated to both University administration and the provincial government to extend student entrepreneurship opportunities to the McMaster community. The MSU was an integral partner in formulating McMaster’s funding proposal for building a new Student Entrepreneurship Centre at McMaster Innovation Park. These funding decisions are currently being considered by government. On the academic side, the MSU’s VP (Education) has been leading a team of faculty, administrators and University partners to secure strategic funding towards for-credit learning experiences. These experiences will include foundational and experiential courses in entrepreneurship that are accessible to all interested undergraduate students.

The 17th Annual McMasters: MSU Charity Golf Classic
For the past 17 years, the MSU has run a charity golf tournament with all proceeds benefiting the MSU Child Care Centre. Since 2011, the MSU’s Shinerama campaign has also benefited from the charitable efforts of the MSU’s annual golf tournament. The 2013 edition of The McMasters boasted more than 100 golfers and generated approximately $7000 in support of these two great services of the MSU. The McMasters is greatly appreciative of the campus and community partners who continue their generous sponsorship of the event.
THE WORKPLACE

Corporate Governance and the Role of Executive Board
The Executive Board (EB), responsible for the day-to-day and long term planning decisions of the organization experienced a revitalization this year, taking a more active role in critically analyzing and setting the direction for MSU services. This has led to a greater awareness and participation in our services from our governance wing, and a more critical examination of our operations. As well, such activity has empowered the members of EB to think critically about the MSU’s service offerings. Future MSU leaders should continue to utilize Executive Board as a productive voice in the day-to-day operations of the organization.

Anti-Oppression Training
With the help of McMaster University’s Office of Human Rights and Equity Services (HRES), members of the Student Representative Assembly, the Board of Directors and the Part-Time Managers underwent Anti-Oppression Training, learning to work towards creating a more inclusive environment in our services and through our representation. Furthermore, the Maroons also underwent similar training, given their work with first-year students during Welcome Week and throughout the year. These programs will continue as required training for all of these groups, ensuring the recognition of all the student voices who make up the MSU.

Part-Time Manager (PTM) Training and Student Representative Assembly (SRA) Orientation
Being a PTM or sitting on the SRA provides a student with numerous opportunities to make an impact in their community while also developing their own skills. This year, a greater emphasis was placed on providing appropriate and fulfilling training to these two groups so that they could excel in their roles.

For members of the Assembly, role-play of an SRA meeting was incorporated in to the training. Learning the nuances of how an SRA meeting is run can be difficult and so by doing a mock meeting, members were able to ask questions and practice. As well, smaller group discussions on pertinent and upcoming issues, led by members of the Board of Directors, were incorporated in to the schedule allowing members the chance to think critically and work collaboratively.

For the PTMs, training attempted to acclimatize managers to both the macro organizational issues that arise being a PTM such as setting the service’s direction for the year, while also communicating the necessary micro level skills and expectations of the role, such as completing financial and administrative tasks. The Board of Directors is continuing to review training practices to ensure that both groups are adequately prepared for their terms. Future MSU leaders should further prioritize training for its staff throughout the organization – by setting a strong foundation, it puts in motion a strong year.

Welcome Week Training
Continued improvements were made this year to the training for Inter-Residence Council (IRC), the Society of Off-Campus Students (SOCS) and faculty society Welcome Week Reps. Alongside the required mental health training (instituted by last year’s Board of Directors), a greater focus was placed on understanding the diversity of the first-year class and providing strategies to ensure all students felt welcome. As such, a new online module highlighting diversity and inclusion at McMaster was instituted which outlined ways to create an inclusive environment. As well, a new in-person session, led by the Vice President (Administration) was delivered to all students.
Full-Time Staff Review Complete / Part-Time Staff Review Begins
The MSU recently completed its full-time staff review, which impacted the 40+ full-time employees of the organization. The project established a new review mechanism for all full-time positions, as well as a new and consistent wage scale. Upon completion of the full-time staff review, the MSU has begun to undertake a part-time review of the large number of part-time positions in the organization. This work is important, as it ensures consistency across positions as the MSU continues to grow and evolve.

Union Market and TwelvEifty
Union Market and TwelvEifty, two of the MSU largest services, each underwent capital improvements to enhance their ability to meet the needs of students. Union Market substantially renovated the entire storefront which enhanced traffic flow as well as product offerings, and added a third point-of-sale system. TwelvEifty installed an additional large screen television in the dining area, hoping to capitalize on the upcoming Olympic Winter Games and World Cup and act as the premier location on campus to watch sporting events. This renovation, coupled with new food and drink specials, is intended to grow TwelvEifty into the prime location for student entertainment on campus.
FINANCES

**Audited Statements**
Each year, the MSU is audited by an external professional auditing firm (KPMG LLP) to ensure the organization is able to maintain a high level of fiscal accountability and present accurate, transparent documents for release to students and the wider public. The Audited Statements were presented to the Student Representative Assembly (SRA) on November 3rd. As an organization, the MSU generated a surplus of $369,707 for fiscal year 2012/2013. With total expenditures in excess of $12 million, this figure represents three percent of the MSU’s annual operating budget. The auditors made several recommendations to the MSU, but none of which indicated any concern or issues about the financial health of the organization.

**Budget Process**
Following recommendations from our auditors, the MSU has begun the 2014/2015 budgeting process. The process will engage budget managers in an attempt to determine plans and priorities for fiscal year 2014/2015. The MSU budgeting process is a very consultative affair, which engages budget managers, part-time employees, as well as elected representatives about the direction the MSU should take. This year, the budgeting process will include longer-term projections, so that SRA members and staff have a better understanding of the financial direction of the MSU.

**Potential Changes to Bylaw 5 - Financial Affairs**
After changes to Bylaw 5 - Financial Affairs were proposed, there was intense discussion at the SRA which resulted in the bylaw being recommitted to Finance Committee. The changes to the bylaw sought to clarify roles and expectations of third-party groups on campus who collect a student levy. These are groups that collect student money but in the past have not been held accountable for how they spend that money. The issue will likely be resolved in 2014, with a slightly different direction taken from the original proposal. The efforts to modify Bylaw 5 are intended to ensure that groups who collect student money are held accountable to undergraduate students.

**Financial Transparency**
The MSU continued to take steps to be as transparent as possible to undergraduate students in terms of the finances of the organization. In addition to the open and transparent budgeting process, as well as the timely release of the organization’s audited statements (both online and in The Silhouette), the MSU created a variety of accessible and easy to understand infographics concerning MSU finances. In particular, the MSU has made a concerted effort to underline how the MSU Organizational Fee breaks down into the per student cost of each MSU service. Such efforts not only demonstrate the MSU’s continued emphasis to act as a fiscally responsible steward of undergraduate money, but also highlights the tremendous value the MSU provides via its 30+ businesses and services.
Revenue vs Expenditure

Revenue
Expenditure
Net

Revenue
Expenditure
Net
CONCLUSION

As a student union, the MSU is not alone in the challenges it faces regarding transition and continuity within the organization. The fundamental pillar of its identity, that it is run by students, remains to be both the strongest asset of the organization, as well as its largest obstacle. As such, institutional memory and a thorough transition process are cardinal to the organization’s success and relevancy. Strategy plays an important role in making positive, sustainable improvements to the organization as well. In order to secure the long-term viability of projects and initiatives, the responsible individual(s) must take the necessary steps to ensure their projects evolve in a strategic manner, whether through a comprehensive transition report, changes to Bylaws and Operating Policies, or a document outlining a long-term plan.

The State of the Union also plays an important role in improving continuity by outlining the events and challenges of the previous year while describing areas which warrant further attention and work. Given that the majority of terms within the MSU last less than a year, the completion of certain projects is not feasible within such a timeframe. While it is important to continuously evolve in response to student opinion, the completion of relevant projects already begun cannot be neglected.

The coming months will bring forward many new ideas, opinions and criticisms of the MSU. As MSU members, we encourage you to immerse yourself in the debate and devote yourself to making an informed choice in all the forthcoming elections. There are many areas in which the MSU can focus, and which priorities are eventually pursued is determined by the individuals you elect to represent your opinions. Our campus harvests an abundance of different opinions and values. In order to make sure your views are adequately represented, it is essential that you engage in the democratic process and hold your representatives accountable.

Thank you for taking the time to read this document. Given that your undergraduate years are numbered, the MSU exists to help you get the most you possibly can out of this experience. This document was established in part to help you be an active participant in deciding how we go out about doing just that.
APPENDIX A:
BREAKDOWN OF FULL-TIME UNDERGRADUATE STUDENT FEES
(A full-time student is enrolled in 18 units or more)

McMaster University Fees (approved by referendum or quorate General Assembly):
Administrative Services Fee: $1.15 per unit to a maximum of $34.50
Athletics & Recreation Building Fee: $4.45 per unit to a maximum of $133.50
Student Services Fee: $4.32 per unit to a maximum of $129.60
Athletics & Recreation Activity Fee: $110.70
Student Health Services Fee: $56.64
Orientation Levy (first time Level I students only): $112.50
University Student Centre Building Fee: $0.63 per unit to a maximum of $18.90

McMaster Students Union Fees:
Student Organization Fee: $122.61
Health Plan Premium: $57.50  (refundable with proof of comparable coverage)
Dental Plan Premium: $115.00  (refundable with proof of comparable coverage)
H.S.R. Bus Pass: $126.15
WUSC Student Refugee Fee: $1.47
Ancillary Fee for CFMU 93.3FM: $12.50
Ancillary Fee Marmor Yearbook: $9.12

Non-MSU / Non-University Fees:
Engineers Without Borders: $0.37
Incite Publication: $0.95
McMaster Solar Car: $1.07
McMaster Marching Band: $0.90
Ontario Public Interest Research Group (OPIRG): $7.57  (refundable)

Faculty Society and Support Fees:
Arts & Science Society: $28.11
Commerce: $200.00
Engineering Society: $190.01
Health Science (Honours) Society: $30.00
Humanities Society: $60.00
Nursing Society: $189.92
Science/Kinesiology: $50.00
Medical Radiation Science: $143.25
Social Science: $65.60
APPENDIX B:
MSU OPERATING BUDGET 2013/2014 - NET

Per Student Breakdown of MSU Operating Fee

* Breakdowns are approximate and may be rounded
* Administration = majority of overhead costs and staffing across all services
* Executive = MSU/SRA management as well as membership in OUSA and CASA
* Statistics based on 2012/2013 finances
2013-2014 Approved Operating Fund: Larger Services – Net

Admin and Operation $1,784,225.00

- Campus Events $371,105.00
- Clubs Dept. $157,768.00
- Executive, OUSA and CASA $462,210.00
- Public Relations Committee $195,674.00
- The Silhouette $189,236.00
- TwelvEighty $96,374.00
### 2013-2014 Approved Operating Fund: Smaller Services – Net

<table>
<thead>
<tr>
<th>Service</th>
<th>Net Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Union Market</td>
<td>$40,462.00</td>
</tr>
<tr>
<td>Underground Media + Design</td>
<td>$40,500.00</td>
</tr>
<tr>
<td>House of Games</td>
<td>$10,640.00</td>
</tr>
<tr>
<td>Shortstop (Maroon Shop)</td>
<td>$4,500.00</td>
</tr>
<tr>
<td>Student Wellness Centre</td>
<td>$19,500.00</td>
</tr>
<tr>
<td>Child Care Centre</td>
<td>-$23,617.00</td>
</tr>
<tr>
<td>CLAY</td>
<td>-$12,522.00</td>
</tr>
<tr>
<td>Compass Info Centre</td>
<td>-$87,450.00</td>
</tr>
<tr>
<td>Diversity Services</td>
<td>-$26,340.00</td>
</tr>
<tr>
<td>EFRT</td>
<td>-$44,862.00</td>
</tr>
<tr>
<td>Elections Dept.</td>
<td>-$30,880.00</td>
</tr>
<tr>
<td>First Year Council</td>
<td>-$4,300.00</td>
</tr>
<tr>
<td>Horizons</td>
<td>-$15,750.00</td>
</tr>
<tr>
<td>Mac Bread Bin</td>
<td>-$14,340.00</td>
</tr>
<tr>
<td>MACgreen</td>
<td>-$14,814.00</td>
</tr>
<tr>
<td>MACycle</td>
<td>-$15,700.00</td>
</tr>
<tr>
<td>Maroons</td>
<td>-$16,670.00</td>
</tr>
<tr>
<td>Ombuds Office</td>
<td>-$69,579.00</td>
</tr>
<tr>
<td>PAC</td>
<td>-$5,600.00</td>
</tr>
<tr>
<td>QSCC</td>
<td>-$12,125.00</td>
</tr>
<tr>
<td>SCSN</td>
<td>-$20,288.00</td>
</tr>
<tr>
<td>SHEC</td>
<td>-$19,616.00</td>
</tr>
<tr>
<td>Shinerama &amp; Terry Fox</td>
<td>-$21,630.00</td>
</tr>
<tr>
<td>SWHAT</td>
<td>-$16,604.00</td>
</tr>
<tr>
<td>TAC</td>
<td>-$4,860.00</td>
</tr>
</tbody>
</table>
APPENDIX C: 
PERSONNEL

STUDENT REPRESENTATIVE ASSEMBLY (SRA)  
(MAY 2013 – PRESENT):

BOARD OF DIRECTORS
David Campbell, MSU President
Anna D’Angela, Vice President (Administration)
Spencer Graham, Vice President (Education)
Jeffrey Doucet, Vice President (Finance)

SRA ARTS AND SCIENCE
Naomi Pullen

SRA COMMERCE
Gabriel Cicchi (resigned July 2013 / re-elected October 2013)
Jimmy Long
Scott Mallon

SRA ENGINEERING
Salah Abdelrahman (resigned October 2013)
Melike Candemir
Vikas Chennabathni (elected October 2013)
Ethan D’Mello
Jonathan Mackinnon
Ehima Osazuwa (elected November 2013)
Andrei Tichenkov
Adam Van Nood (resigned September 2013)

SRA HEALTH SCIENCES
Chris Harper
Gabriel Jeyasingham

SRA HUMANITIES
Tiffany Leslie
Hans Loewig
Elise Milani (resigned October 2013)
Erin Traynor (elected October 2013)
Jason Wolwowicz

SRA KINESIOLOGY
Stuart Collins (resigned September 2013)
Ellie Hetz (elected October 2013)
Janine Omran (resigned September 2013)
Taylor Wilson (elected October 2013)

SRA NURSING
Kornelia Palczewski
SRA SCIENCE
Anser Abbas
Jacob Brodka
Sophiya Garasia
Giuliana Guarna
Aaron Morrow
Rodrigo Narro Perez
Alan Rheaume

SRA SOCIAL SCIENCE
Daniel D’Angela
Kristine Dicenzo
Eric Gillis
Tristan Paul
Ryan Sparrow

SPEAKER
Maria Daniel

COMMISSIONERS
Standing Committee on Bylaws & Procedures: Gabriel Jeyasingham
Standing Committee on External Affairs: Jimmy Long
Standing Committee on Finance: Daniel D’Angela
Standing Committee on Operations: Naomi Pullen
Standing Committee on Services: Jacob Brodka
Standing Committee on University Affairs: Rodrigo Narro Perez

EXECUTIVE BOARD
David Campbell
Gabriel Cicchi (resigned July 2013)
Anna D’Angela
Jeffrey Doucet
Spencer Graham
Chris Harper (elected November 2013)
Tiffany Leslie
Scott Mallon (elected September 2013)
Elise Milani (resigned October 2013)
Aaron Morrow
Jason Wolwowicz
FIRST YEAR COUNCIL (FYC)

Chair - Cam Galindo
Vice Chair - Leanna Winkels
Advocacy Director - Inna Berditchevskaia
Communications Director - Anna Kulesza
Events Director - Sara Kim

PART-TIME MANAGERS (PTMs)

Advocacy Street Team - Rebecca McDougall
Creating Leadership Amongst Youth (CLAY) - Natasha Sandhu
Diversity Services - Israa Ali
Emergency First Response Team (EFRT) - Laura Fox
Elections Department - Lindsey Huff (Chief Returning Officer)
                        Saad Syed (Deputy Returning Officer)
Horizons Conference - Paige Burgess
MACgreen - Kaitlin Jingco
MACycle - David Yoon (summer); David Yoon & Jackson Waite (academic term)
Mac Breadbin - Ellen Xu
Mac Farmstand - Karin Gordon
Maroons - Inemesit Etokudo
McMaster Teaching and Community Garden - Christina Monachino
Peer Support Line - Krista Carlin
Promotions and Advertising Committee (PAC) - Elyse Robichaud
Queer Students Community Centre (QSCC) - Jyssika Russell
Student Community Support Network (SCSN) - Joshua Patel
Student Health Education Centre (SHEC) - Kelsey O’Neill
Shinerama / Terry Fox Run - Kyle Diab
Student Walk Home Attendant Team (SWHAT) - Jennifer Duff
Teaching Awards Committee (TAC) - Jacob Klugsberg

NEW EMPLOYEES HIRED

CFMU Community Outreach Coordinator - Lindsay Hamilton*
Child Care Centre Early Childhood Educator - Sherri Huffman**
Communications Officer - Sarah Janes*

* new Student Opportunity Position created in 2013
** Sherri was hired as an ECE whilst Miranda Doucette is away on Maternity Leave
**FULL-TIME STAFF**

**(APPROX. LENGTH OF SERVICE)**

Accounts Payable/Payroll Supervisor - Kevin O'Mara (2 years)
Accounts Receivable Supervisor - Marn Lawton (36 years)
Administrative Assistant - Victoria Scott (6 years)
Administrative Assistant - Jess Bauman (2 years)
AVTEK Coordinator - Jeff Cudahy (8 years)
AVTEK Office Coordinator - Lauren McCauley (Student Opportunity Position)
Campus Events Director - Al Legault (4 years)
CFMU Administrative Director - Sandeep Bhandari (16 years)
CFMU Community Outreach Coordinator - Lindsay Hamilton (Student Opportunity Position)
CFMU Program Director - James Tennant (16 years)
Clubs Administrator - Jessica Irvine (Student Opportunity Position)
Child Care Centre Cook - Marlene James (23 years)
Child Care Centre Director - Debbie Thomson (32 years)
Child Care Centre Early Childhood Educator - Lisette Ann Madore (30 years)
Child Care Centre Early Childhood Educator - Sharon MacDougall (31 years)
Child Care Centre Early Childhood Educator - Karen Iles (26 years)
Child Care Centre Early Childhood Educator - Michelle Fairbairn (21 years)
Child Care Centre Early Childhood Educator - Peggy-Sue Paterson (17 years)
Child Care Centre Early Childhood Educator - Miranda Doucette (5 years)
Child Care Centre Early Childhood Educator - Sherri Huffman (<1 year)
Child Care Centre Early Childhood Educator Supervisor - Emily Vanderzanden (28 years)
Communications Officer - Sarah Janes (Student Opportunity Position)
Compass Manager - Debbie Good (27 years)
Comptroller - Maggie Gallagher (5 years)
General Manager - John McGowan (12 years)
MUSC Director - Lori Diamond (19 years)*
MUSC Facility Event Coordinator - Teresa McKay (5 years)*
Network Administrator - Pauline Taggart (22 years)
Silhouette Executive Editor - Jemma Wolfe (Student Opportunity Position)
Student Life Development Coordinator - Michael Wooder (6 years)
TwelvEighty Assistant Kitchen Manager - Stuart Gold (3 years)
TwelvEighty Kitchen Manager - Richard Haja (4 years)
TwelvEighty Restaurant Manager - Kaley Stuart (4 years)
Underground Media + Design Designer - Dave Dedrick (6 years)
Underground Media + Design Manager - Sandro Giordano (27 years)
Underground Media + Design Multi-Media Designer - Rebecca Arboly (2 years)
Underground Media + Design Production Manager - Lesley Lilliman (24 years)
Underground Media + Design Service Coordinator - Alex Pongetti (Student Opportunity Position)
Union Market Manager - Matthew Bergen (Student Opportunity Position)
University Ombuds - Carolyn Brendon (10 years)*
University Ombuds - Kileen Dagg Centurione (2 years)*

* Indicates a position that is co-funded between the McMaster Students Union and McMaster University
The Chief Executive Officer shall deliver a written report outlining Executive and Board decisions and activities including, but not limited to, signed contracts, new employees hired and negotiations concluded and in progress.