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 2014/2015 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 2014. 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 40 full-time staff, 200+ part-time staff and hundreds more 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 2014/2015 MSU BOARD OF DIRECTORS

Teddy Saull         Jacob Brodka                      Scott Mallon                 Rodrigo Narro Perez
President       Vice President              Vice President           Vice President
(Administration)                 (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 2014/2015
- City of Hamilton Elections
- Faculties of Science and Humanities
- Forward With Integrity (FWI)
- Mosaic
- MSU Freezes Operating Fee
- Patrick Deane Re-Appointed as President & Vice Chancellor
- Perspectives on Peace
- Province of Ontario Elections
- Strategic Mandate Agreements

## 5 2014/2015: A YEAR IN REVIEW

### 5 STUDENT LIFE
- Campus Catering Options
- Clubza
- Conclusion of the Fall Break Pilot
- Exam Support Upgrades
- Expanded Homecoming
- Frost Week
- Hamilton Street Railway (HSR)
- Health Plan Referendum
- Learning, Information, Networking, Knowledge (LINK) Conference
- McMaster Money Centre
- McMaster Student Leadership Conference
- McMaster University Student Centre (MUSC) Upgrades
- Off Campus Safety
- Participatory Budgeting via the Student Life Enhancement Fund (SLEF)
- Policy on Recognition of Student Groups
- Undergraduate Student Initiative Fund (USIF)
- Welcome Week
- MSU Services

### 15 ADVOCACY

#### Internal Advocacy:
- Academic Affairs Council
- Accessibility
- Advocacy Street Team
- Mental Health
- MIETL
- Peer Tutoring Network
- Spectrum
- Trauma Counsellor and Response Coordinator
- University Administration
- Welcome Week Advisory Committee

#### External Advocacy:
- Canadian Alliance of Student Associations (CASA)
- Ontario Undergraduate Student Alliance (OUSA)
- OUSA General Assembly
- Provincial Lobbying
19 COMMUNICATION
19 #MacVotes
19 Campus Screen Network
19 ‘MSU & You’ Radio Show
19 President’s Page
19 SMS Communication Launch
19 Social Media Presence
20 Teddy Talks
20 Video Production

21 COMMUNITY ENGAGEMENT
21 Change Camp
21 For Ward One
21 Leadership Summit for Women
21 Network for Community Campus Partnerships
22 Provincial and Municipal Election Awareness
22 The 18th Annual McMaster: MSU Charity Golf Classic

23 THE WORKPLACE
23 Accessibility for Ontarians with Disabilities Act (AODA) Compliance
23 Enhanced Staff Training
23 Hiring Boards
23 Risk Management Online
23 Workspace Upgrade (Committee Room Renovations)

24 FINANCES
24 Audited Statements
24 Budget Process
24 Bylaw 5 - Financial Affairs
24 Potential Changes to Corporate Bylaw 3 - ‘Reserves Policy’
24 Transparency and Accountability
25 Revenues vs. Expenditures

26 CONCLUSION

27 APPENDIX A: BREAKDOWN OF FULL-TIME UNDERGRADUATE STUDENT FEES

28 APPENDIX B: MSU OPERATING BUDGET 2014/2015 - NET
28 Infographic: Per Student Breakdown of MSU Operating Fee
29 2014/2015 Approved Operating Fund: Larger Services - Net
30 2014/2015 Approved Operating Fund: Smaller Services - Net

31 APPENDIX C: PERSONNEL
31 Student Representative Assembly (SRA)
33 First Year Council (FYC)
33 Part-Time Managers (PTMs)
33 New Employees Hired
34 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?
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 available at McMaster University. One might get to know the MSU through Welcome Week and the Campus Events department, visiting the Compass Information Centre, having lunch at TwelvEighty, listening to CFMU 93.3FM, volunteering with more than 30 distinct student services, the funding and assistance of nearly 350 clubs on campus, or as a major partner in the McMaster University Student Centre (MUSC). The MSU employs more than 200 students each year to run committees, oversee student services and work at businesses, such as the Union Market convenience store or Underground Media + Design. The MSU provides health and dental plan coverage and a universal bus pass with the Hamilton Street Railway (HSR). As a member of the McMaster Students Union, undergraduates have a student-run, multi-million dollar organization at their disposal to help navigate through the challenges, provide services and protect their interests within and outside the walls of McMaster.

For more information, as well as a complete list of MSU businesses, services and volunteer opportunities, please visit www.msumcmaster.ca, or contact a member of the Board of Directors:

MSU President, Teddy Saull president@msu.mcmaster.ca ext. 23885
Vice President (Administration), Jacob Brodka vpadmin@msu.mcmaster.ca ext. 23250
Vice President (Finance), Scott Mallon vpfinance@msu.mcmaster.ca ext. 24109
Vice President (Education), Rodrigo Narro Perez vped@msu.mcmaster.ca ext. 24017

How does the MSU represent students?
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. The SRA works 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 undergraduates 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.
Questions about the SRA and/or faculty representation can be directed to the 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

In addition, please feel free to contact the MSU Speaker at speaker@msu.mcmaster.ca or phone extension 24118 with any SRA related enquiry.
SETTING THE CONTEXT:
McMASTER UNIVERSITY IN 2014/2015

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.

City of Hamilton Elections
On October 28, Hamiltonians (re)elected Fred Eisenberger, (Hamilton’s mayor from 2006 to 2010) to replace the outgoing Bob Bratina. McMaster University sits within the boundaries of Hamilton’s Ward One. The Ward One seat was hotly contested in this election, as 10-year incumbent Brian McHattie ran for mayor leaving the seat open for new representation. Aidan Johnson was elected Ward One councillor, from a large field of candidates. As always, the MSU is excited to work with the City’s leadership to ensure that Hamilton continues to thrive as a social, cultural, economic and academic hub.

Faculties of Science and Humanities
This year, the Faculty of Science and the Faculty of Humanities each received new strategic directions from their respective Deans. The Faculty of Science academic plan for 2014-2019 contains strategic initiatives formulated through extensive consultation from faculty and students. Notable initiatives include the redesign of the Life Sciences Program, the faculty’s (and the University’s) largest program, the establishment of a new Interdisciplinary Science Unit and optimization of Teaching Assistant placements to improve the student experience.

Within the Humanities, new initiatives were also introduced. Born out of working groups comprised of faculty, staff and students, Dean Ken Cruikshank introduced ‘Transforming the Humanities’. Exploring ways of revitalizing various aspects of the faculty, initiatives such as the creation of two mandatory first year courses, as well as the future creation of certificates in the faculty were implemented. Additionally, the faculty will embrace all attributes of effective leadership, through a wider concept of civic engagement and citizenship.

Forward With Integrity (FWI)
In 2011, President Patrick Deane published Forward with Integrity: A Letter to the McMaster Community. This letter served as a call to action in finding new ways to approach McMaster’s mission of excelling in teaching and research. The letter focused on four key areas: the student experience, research, community engagement and internationalization. Over 100 projects have been funded through FWI that impact all four areas noted above. Applications for the third round of funding are set for the end of January. This past year, FWI saw its first Learning Portfolio Showcase, renewed commitment to internationalism and community engagement, the appointment of a Community Engagement Director, and a new focus on research excellence.

Mosaic
The launch of Mosaic, McMaster’s new administration system, marks the long-awaited end to the multi-year effort to modernize the University’s technology systems. Mosaic will replace MUGSI and SOLAR, the two administration systems used by students to store personal and academic information. In November 2014, Mosaic’s first phase launched, changing the admissions and support modules for incoming students. A second phase launch will impact course catalogue and scheduling during summer course registration. The final phase will be implemented in March 2015, where all student records will be switched from MUGSI to Mosaic.
MSU Freezes Operating Fee
Prior to fiscal year 2014/2015, the MSU voluntarily froze its own operating fee. Responding to its surplus in fiscal 2013/2014, MSU leadership felt it prudent not to increase the cost of operations to McMaster students. The MSU managed its finances well this year and as a result, is projecting a small surplus. Plans are in place to voluntarily freeze the operating fee again for fiscal 2015/2016.

Patrick Deane Re-appointed as President & Vice Chancellor
In the summer of 2014, Dr. Deane was re-appointed as President & Vice Chancellor of McMaster University. He will start his second term in the summer of 2015, which will last another five years. In the first term of his presidency, Dr. Deane published Forward With Integrity, from which much of the strategic direction of the institution has been driven. In the fall of 2014, Dr. Deane expressed interest in renewing the University’s focus on research during his second term. This thrust will likely strengthen McMaster’s global reputation and impact, and by extension, increase the value of an undergraduate degree for graduates of McMaster University.

Perspectives on Peace
A polarizing series of motions came forward at the MSU General Assembly in March 2014. A group of students brought forward a motion for the MSU to formally support the international Boycott, Divestment and Sanctions (BDS) movement. At the same meeting, another group of students brought forward a motion calling on the MSU to refrain from taking a stance on contentious, international political issues. The BDS motion passed, however General Assembly lacked quorum and the motion was not binding on the MSU. As the motions focused on the relationship of the student body to the conflict in the Middle East, it demonstrated the interest of students to discuss even the most challenging global issues. McMaster University and the McMaster Students Union partnered to facilitate this discourse, seeing it as an inherent responsibility as an institution of higher learning. To that end, McMaster and the MSU initiated a campus-wide peace campaign, entitled Perspectives on Peace.

Perspectives on Peace fosters creative dialogues around global issues with an emphasis on peace and conflict resolution. Within a framework of scholarly programming and interdisciplinary learning opportunities, members of the campus community are encouraged to engage with one another to consider the root causes of conflicts and productive strategies towards their resolution, in a spirit of conciliation and inclusion. The details of the campaign, which are coordinated jointly by the Office of Human Rights and Equity Services and MSU Diversity Services are available at peace.mcmaster.ca.

Province of Ontario Elections
Ontario universities are publicly funded. Thus, they are greatly impacted by the direction of the provincial government, through the oversight of the Ministry of Training Colleges and Universities. On June 12, Ontario elected a majority Liberal government and reaffirmed party leader Kathleen Wynne’s post as Premier of Ontario. After a major cabinet change, Reza Moridi was appointed Minister of Training, Colleges and Universities. Minister Moridi’s priorities consist of increasing teaching quality within the university and college systems, as well as focusing on international students in the province.

Strategic Mandate Agreements
The process of post-secondary Differentiation, established by a previous Minister of Training, Colleges and Universities, seeks to make Ontario’s PSE system more cost-efficient by mandating universities to report institutional areas of strength. In August 2014, all publicly funded universities signed Strategic Mandate Agreements (SMAs), which report individual strengths and outline metrics for which to assess each institution as the Differentiation process continues. McMaster is a research-focused, student-centred university with a unique pedagogical approach embedded in a research-intensive setting. McMaster’s SMA reflected this fact, and defines its metrics through such examples as; percentage of experiential learning courses, technology in the classroom and quality of research. Future funding tied to SMAs and their respective metrics are still being considered by the province.
2014/2015: A YEAR IN REVIEW

STUDENT LIFE

Campus Catering Options
Last year the MSU reached an agreement with the University in regards to the creation of a catering pilot program via TwelvEighty. The MSU is pleased with the success of the program and applauds the University for its willingness to work with the MSU to provide the best quality and prices to students. The MSU will make every effort to continue working with the University to see the program continued long term.

Clubza
A platform point of Teddy Saull, Clubza launched in 2014. Clubza is an easy-to-use navigation system that allows students to input their interests and receive recommendations about clubs they might want to join. This new component of the MSU website was designed through the summer months and launched at the beginning of September. Over 3700 users accessed Clubza in its first month after launch and it is now a staple of the Clubs Department.

Conclusion of the Fall Break Pilot
Fall 2014 marked the conclusion of the two year pilot of McMaster’s two-day Fall Break. This break, implemented after extensive MSU lobbying, is an effort to help relieve student stress and provide an opportunity to catch up on coursework. The MSU, through the Student Representative Assembly, made a recommendation to the University that the Fall Break not only continue, but extend to a full week (coinciding with the Thanksgiving holiday). The University took the recommendation, along with consultation through various sources from faculty and University departments and ultimately approved a week-long fall break to begin October 2015.

Exam Support Upgrades
During the December exam period, a series of upgrades were implemented by various campus partners through consultation with the MSU. In the past, The Pulse offered reduced hours of operation during exams. This year, hours were extended to regular term hours through most of the exam period and were only reduced on the final days of exams when the student population dropped off. Thode Library offered 24-hour library access beginning earlier in the term, with the Reactor Café remaining open until midnight to serve the late night library crowd.

Expanded Homecoming
In 2013, the MSU began to enhance the caliber of programming offered at Homecoming. Further reinforcing the partnership with the Alumni Association and Athletics & Recreation, the MSU used 2014 to build upon that strong foundation to expand the programming and reach of Homecoming. Thousands of students attended the Friday Homecoming Expo, featuring live music, food trucks and a ferris wheel. The following night, Campus Events hosted international DJ, artist, and producer Lil’ Jon, at a sold out show in Sport Hall.

Frost Week
Frost Week was revitalized this year and took the form of a multi-partner approach. Starting in May 2014, various campus partners came together through the Student Relations Committee to prepare a week of balanced and exciting programming. Many traditional programs saw increases in their attendance, due to the coordinated promotional effort, spearheaded by the MSU. Additionally, new programs were born such as the Frost Festival, which offered free soup, hot chocolate, apple cider, cinnamon sticks and horse-drawn carriage rides. The MSU hosted the Arkells in Sports Hall, as the featured act of the Frost Week concert.
Hamilton Street Railway (HSR)
Since the referendum of last year, the student bus pass now boasts expanded service at peak times, and functions for all twelve months - up from eight. In addition to the year-long pass and more buses available during the morning and afternoon rushes, the 51 route has been extended until 2am on weekdays and 3am on Friday and Saturday. Yet undecided, the MSU will implement a new way to administer the bus pass next year, as the stickers provided by the University will not be an option come September 2015.

Health Plan Referendum
In January of 2014, the MSU facilitated a referendum concurrent with the Presidential election, asking students if they wanted increased coverage in numerous areas of the MSU health insurance plan, including oral contraceptives, vision care and paramedical services. The referendum failed. There was concern amongst students that confusion about specifics and miscommunication were to blame for the failed vote. To address these concerns, the Student Representative Assembly recommended that a referendum on health plan options be run again in 2015, concurrent with the Presidential election.

Learning, Information, Networking, Knowledge (LINK) Conference
In October of 2014, a large contingent of McMaster student leaders, representing groups from across campus, gathered at the first LINK conference. LINK was designed to promote, collaborate, and foster mutual support for the development of student life at McMaster University. Hosted by the MSU in partnership with the Student Success Centre (SCC), members of various student groups such as the Society of Off-Campus Students (SOCS), Inter-Residence Council (IRC), and faculty societies attended. As the conference consisted of mostly student-run sessions, the event gave attendees the opportunity to learn from their peers. LINK helped build stronger bonds between the respective student groups, while also highlighting the contribution that each of these groups has on student life at McMaster.

McMaster Money Centre
This year, the MSU worked with the Office of Student Affairs to increase student financial literacy. The Advocacy Street Team participated in Dollar Daze Week, wherein a variety of workshops and activities were offered to better educate students about personal finance. Moreover, the MSU co-hosted “Marauder’s Den”, an event where Kevin Cochrane, creator of EnRICHed Academy, and Bruce Croxon, former dragon from CBC’s Dragon’s Den, spoke with students about finance and entrepreneurship. The MSU was also heavily involved in the creation of the new online portal McMaster Money Centre, a hub where students can access a variety of tools, workshops and videos, designed to teach financial literacy.

McMaster Student Leadership Conference
Planned and executed by a variety of campus partners including the MSU, the Student Success Centre, Residence Life and Athletics & Recreation, the conference serves as a professional development and training opportunity for staff and volunteers. In addition, non-affiliated students are welcome to attend. Over the past four years, the conference has grown to engage over 400 participants. Moving forward, it will be important to look critically at the purpose and value the program brings to the MSU’s staff, volunteers and constituency.

McMaster University Student Centre (MUSC) Upgrades
A series of furniture upgrades have been approved by the MUSC Board of Management, to be installed during the winter of 2015. Improvements pertain to third floor furnishings and will focus on providing students with comfortable seating areas for studying and socializing. Additionally, the MUSC Board of Management expects to approve large scale capital upgrades in the winter of 2015, to be implemented in the years to come. Upgrades will include improvements to the first floor of MUSC, specifically to increase seating capacity and traffic flow through the building. Approximately $1 million of capital reserves have been earmarked for these long-term upgrades.
**Off Campus Safety**

In the summer of 2014, the Board of Directors and the Director of the Student Community Support Network (SCSN) submitted a request for funding to the City of Hamilton to enhance safety in local neighbourhoods. Although the project was not funded entirely, new street lights were installed on Emerson Street. Moreover, the MSU worked with Hamilton Police Services to increase the presence of police, specifically outside of the typical weekend routine. During exams for example, officers cycled through campus and the community. Furthermore, following conversations with the Chief of Police, all police units patrolling the area were staffed with additional auxiliary police officers, thereby increasing the physical presence of police in our area.

The police presence was a tool to increase safety, but done in a way to deconstruct the myth that police target students, or are simply present to halt parties. Media by both the MSU and Hamilton Police Services encouraged students to stop and chat with police officers, while some were kind enough to escort students home from the libraries. In addition, the MSU President filmed regular videos with the local crime manager to inform students on seasonal safety themes. Finally, the Chief of Police has agreed to visit campus and conduct outreach alongside the MSU President.

**Participatory Budgeting via the Student Life Enhancement Fund (SLEF)**

The Student Life Enhancement Fund (SLEF) is a pool of money derived from a portion of the Student Services Fee. SLEF is designed to fund enhancements to student services. Traditionally, this fund was accessed exclusively by service managers from inside the MSU and those under the umbrella of Student Affairs. This year, however, student opinion was fused into the funding process. In October, the MSU canvassed the student body for new ideas, a process that resulted in a 400% increase in submissions. Subsequently, the MSU Board of Directors vetted the ideas for feasibility and compiled themes, producing a list of high-impact projects to be put to a student vote. Voting for these ideas will take place concurrently with the MSU presidential election, via enhance.mcmaster.ca. Funding is guaranteed for the top two ideas.

**Policy on Recognition of Student Groups**

McMaster contains an incredibly diverse number of student groups that enrich campus life. For the past year, the MSU has worked to update the “Policy on the Recognition of Student Groups”. It states the expectations and responsibilities of student groups, the expectations of the University, the benefits given to recognized student groups and how to hold student groups accountable. Throughout this updating process, the MSU has ensured the policy is fair, accountable and respects the autonomy of student groups on campus. The new policy is expected to be released in the coming months.

**Undergraduate Student Initiative Fund (USIF)**

The Undergraduate Student Initiative Fund saw a large number of applications this year. This was very positive as the fund went underutilized last year, and had additional funds carried forward. Specific amounts won’t be available until spring, but the committee has allocated tens of thousands of dollars across dozens of applications. Though it is derived from only a small portion of the Student Services Fee, USIF has been able to help a large number of students and student clubs provide fun and meaningful events, enriching student life at McMaster University.

**Welcome Week**

Welcome Week was once again a huge success. This year, training for Welcome Week Representatives was changed to a conference style approach. Each year, key training themes are identified and incorporated into Welcome Week Representative training. This year, the themes included consent and education surrounding sexual assault, alcohol education and mental health. New this year, the MSU employed a Faculty Society Coordinator position. This position was created to help support and coordinate Faculty Societies during the planning and implementation of orientation. MSU Campus Events continued to offer highly attended programming throughout Welcome Week, including traditional events (concerts, PJ Parade, etc) amongst a variety of other programming. The annual Shinerama campaign raised an all-time high for the MSU - an incredible $165,000 for Cystic Fibrosis research.
**MSU Services**

**Accounting Department**
The Accounting Department manages all financial transactions, reporting and payroll. As well, the department assists the General Manager and Vice President (Finance) in long-term financial planning of the organization. Be it helping coordinate Shinerama collection efforts, departmental deposits or processing the weekly cheque run, all financial activity flows through the Accounting Department located in the MSU Main Office.

This year presented challenges which the team dealt with admirably. The campus-wide transition to Mosaic and a software upgrade of our accounting platform (Great Plains) were dealt with effectively and professionally. Also, time was spent on reviewing and implementing the auditors’ recommendations, namely the recognition of interdepartmental sales and expenses. This was in addition to handling the day-to-day financial requirements of a multifaceted corporation with revenues in excess of $12 million and more than 200 employees each fiscal year. The MSU’s audited statements and annual budget are public documents available online at msumcmaster.ca.

**AVtek**
AVtek had a fantastic year of change and improvement. The service is now fully digital, and the improvements have been obvious in the finished product. AVtek upgraded its lighting system and has enjoyed increased capabilities as a result. AVtek has undergone some major changes this year, including increasing its facility size and re-organizing the space to make the service more efficient both logistically and financially. Thanks to increased training efforts, AVtek is now able to execute larger and more comprehensive shows, including motor controlled flying grid systems and mobile stages.

**Campus Events**
Campus Events had another incredible year. As always, Welcome Week was an outstanding success, with the largest number of upper-year tickets sold for the EDM concert ever. Sidewalk Sale boasted its largest field of vendors, many of whom produced free giveaways for students. In addition, Campus Events partnered with the Alumni Association, along with Athletics & Recreation to host the biggest Homecoming Expo in McMaster history. Campus Events also hosted internationally acclaimed artist Lil’ Jon for the Homecoming concert, which sold out in four days. 2014 was the first year in the last five that Charity Ball sold out. Campus Events Assistant Director, Lucas Canzona, was recognized as the Canadian Organization of Campus Activities (COCA) Student Programmer of the Year. Campus Events increased the success rate of all-ages programming, ensuring that all MSU members can attend events.

**CFMU 93.3FM**
CFMU continues to increase its role on McMaster’s campus and in the Hamilton community. Student volunteer teams continue to expand, and as always, CFMU hosts considerable programming from the community and students. Some highlights from this past year include: coverage of the municipal elections; live-to-air “Supercast” from Supercrawl which included interviews with artists, community groups and the Arkells; live-to-air broadcast from the Hamilton Blues and Roots Festival in Westdale; participation in the Hamilton Media Advisory Council; co-presentation of Monster Truck and July Talk concerts with Campus Events; the 25th anniversary of Lullabies in Razorland; the 20th anniversary of Jim Marino’s Freewheelin’ Folk Show and involvement in the Hamilton Independent Media Awards. CFMU is very proud of its Community Outreach Coordinator Tyler Welch, who won the Hamilton Independent Media Award for Best Journalist - Politics.
Child Care Centre
The Child Care Centre had a successful year with full enrollment, a new logo, and continues to boast a long waiting list. The Centre has been fortunate this year to receive external grant money for renovations to the preschool washroom, playroom floor and new rubberized surface for the toddler playground. McMaster students continue to act as teacher’s assistants and volunteers that work with the Centre’s Early Childhood Educators (ECEs). The McMaster Arts for Children group visits weekly to do special activities with the children. This year, ECEs are working on portfolios for each child, giving parents an overview of their child’s progress throughout the year. The portfolios include photos, observation/documentation and artwork from the child.

Clubs
The MSU Clubs Department began the academic year with 306 status clubs and expanded to 337 clubs after the January ratification period. With the implementation of Clubza, students can now easily find their interests in a quick and convenient method. Thousands of students attended ClubsFest ’14 and witnessed the amazing opportunities these groups have to offer. During Frost Week, the Clubs Department hosted the first ever MSU Blizzard, educating students as to all the fantastic resources available on campus. In addition, ClubsFest II was a two-day Frost Week event, which featured more than 100 clubs on display in MUSC. In 2014, MSU clubs performed on national television, attended hundreds of events and competed on the international level. Clubs will facilitate more than 1000 events by year’s end. 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
Compass continues to provide general information and ticketing services to the McMaster community. Compass remains a one-stop-shop for all things transit, including HSR, Burlington Transit, GO Transit, Greyhound, and Megabus. Also, Compass recently added the ability to instantly load a PRESTO card. This year, Compass partnered with the Hamilton Bulldogs and Hamilton Tiger Cats, along with other attractions such as Canada’s Wonderland and African Lion Safari, to bring new and exciting entertainment to students. Compass routinely works with Campus Events to manage the sale of concert/performance tickets.

Creating Leadership Amongst Youth (CLAY)
In late 2014, the Executive Board approved a plan to move the CLAY conference to an off-campus location, which will continue to focus on leadership development of youth from the larger Hamilton community. The move helps eliminate some financial accessibility barriers. In 2015, CLAY will be moving to Camp Muskoka, which will lower the cost of the conference by 20% for all participants. Furthermore, 2015 will see the introduction of a low-income delegate program, where approximately 20-30 delegate registrations will be reserved for low-income students. Overall, this upcoming conference will see a lot of exciting changes to the structure of the program, with a renewed focus on the development of student volunteers and increased access for participants.

Diversity Services
MSU Diversity Services has been able to gain strong volunteer support and interest from students this year. Programming has been consistently offered for each of its five pillars: Multiculturalism, Gender Equity, Interfaith, Abilities and Indigenous Affairs. This year, Diversity Services participated in the first annual Indigenous Cultural Gathering, as well as a talk during Holocaust Week, and hosted its annual Multicultural coffee house in Bridges Café. Notably, the service hosted its first annual Accessibility Forum in collaboration with the University Affairs Committee. Pathways to Diversity week was held during the second week of January, with keynote speaker Spencer West delivering a talk on the importance of self-advocacy and disability awareness.
Elections
The department began the year by completing the transition to online voting by facilitating changes to the governing bylaws. In addition, new campaigning rules regarding social media usage and pre-campaigning were codified. Elections has been working to enhance voter engagement by undertaking two exciting new initiatives. First, Elections 101 night gave students a chance to discover how they could run in an election and ask any question. Second, the “MSU Wants You” campaign featured a number of discussion nights on how to make elections more accessible. These initiatives will continue in the coming years, as an addition to the regularly scheduled elections, which include First Year Council, Presidentials, referenda, and SRA General Elections.

Emergency First Response Team (EFRT)
The Emergency First Response Team reached a significant milestone this year, having helped over 10,000 people in the team’s 32 year history. Throughout 2014, EFRT was dedicated to improving the care provided to the campus community it serves. Eleven new volunteers were selected and trained, inside an improved training format. EFRT’s physical space was reorganized and new equipment was purchased. In February 2014, EFRT placed second at the National Conference of Campus Emergency Responders.

First Year Council (FYC)
First Year Council’s social programming continues to cater to first year students. This year, the Council has made great strides towards more collaborative events working with other MSU services and student groups to strengthen its initiatives. Notably, FYC collaborated with the Maroons and the Student Community Support Network to revitalize a traditional first-year student formal.

Horizons
Horizons continues to offer strong programming and a meaningful avenue for first year student transition into the McMaster community. This year, the service underwent a re-brand to better control service image, which has fluctuated in past years. The planning team also worked to make the conference more accessible and incorporated new elements into the registration process to strengthen student group pairings.

Mac Bread Bin
Mac Bread Bin had a strong start to the year, with over 200 volunteers for the Trick or Eat event, gathering over 3000 pounds of food, 250 pairs of socks and even more clothing for Living Rock Ministries. Living Rock is a local charitable organization working to help at-risk youth. Mac Bread Bin has partnered with numerous campus and community groups to help combat hunger and food insecurity issues. Mac Bread Bin also continues to run a successful Good Food Box program, giving students the opportunity to access affordable and healthy fresh produce.

Mac Farmstand
Mac Farmstand offered a wide variety of in-season fruits, vegetables, spreads and preserves this year. The service strengthened its efforts to advocate for consuming locally grown foods by partnering with Mac Bread Bin, MACgreen and the SRA University Affairs Committee to host a local food day.

MACgreen
Conserving green space and making McMaster a more sustainable institution continue to be priorities of MACgreen. Working with other campus groups, the service ran several clean ups, helped create turtle habitats, and removed invasive species from the conservation spaces around McMaster. MACgreen is also working on a sustainability audit, which will give insight into how the organization can be more sustainable, while also highlighting some current successes and best practices.
MACycle
This year MACycle underwent a management change at the end of 2014, along with a new emphasis on cycling as a means of transportation and sport. The team of fifteen (and growing) volunteers have become accustomed to the new space under Ron Joyce Stadium, as the number of co-op members continues to grow steadily. MACycle has begun to build connections with MSU clubs and Hamilton services such as the McMaster Cycling Club and Social Bicycles respectively.

Marmor (Yearbook)
Over the past two years, with the diligence of Underground Media + Design’s oversight, the Marmor has caught up all the way from the 2009 edition to 2012. With the completion of the 2012 Marmor, the 2013 edition is now well underway. Production value of the yearbook has grown extensively with Underground leading the Marmor assembly team, ensuring a timeless collection of McMaster’s best caught moments.

Maroons
The Maroons had a great start to the year with the development of a new logo, which better represents the service as a whole. Updates and revisions were also made to Maroon representative training and the Maroons Mandate. The service launched a new promotional campaign called Maroon Monday, and continued to provide promotional and volunteer assistance to other MSU services. Big changes were made to the structure and purpose of the Maroons Formal, making it much more focused on first-year student interaction and involvement. The Maroons also continued its partnerships with the Alumni Advancement and Athletics & Recreation.

Network + IT
The IT department has implemented a number of new initiatives over the last year, helping the MSU keep pace with its own growth, supporting the ever increasing number of departments, services and users of the network. The summer was spent rolling out the scheduled equipment upgrades and replacing depreciated workstations. Setup of a pilot online auction system in November was a good way to recycle used, but still functional computer systems. While there were a few bumps in the process, overall the auction was quite successful and will continue in the future for surplus, depreciated computer and network assets.

Major server and workstation upgrades to our accounting hardware and software were completed, with the assistance of the new network service provider Audcomp IT Solutions, and the accounting specialists at Endeavour Solutions. System upgrades for the year are 95% complete as of January 2015. The MSU continues to work with its website developers at Factor[e] to enhance services on our website and improve functionality for students. With online registration for the CLAY and Horizons conferences, as well as Child Care Centre fees, EFRT first aid courses, Good Food Box sales and Clubsfest registrations, the MSU website more than doubled its online sales this year, reaching an excess of $215,000.

Ombuds
The University Ombuds office is a service available to students, staff and faculty whose primary function is to find just, fair and equitable resolutions regarding University-related complains and concerns. The University Ombuds will explain University processes and policies, objectively review situations, and help generate options and assist in pursuing resolutions for both academic and non-academic issues. This service is completely anonymous, and unless there is risk of harm, the Ombuds will not disclose any information without consent. Additionally, the Ombuds office advocates for improvements to existing system structures and policies that highlight University-wide concerns. The office is co-funded by McMaster University and the McMaster Students Union. This year, both parties have taken a very active approach to ensure that the Ombuds office is meeting its mandates and is serving the University community. The Ombuds Management Team, comprised of the Dean of Students, the Vice President (Education) of the MSU and both University Ombuds, work to ensure that the needs of the McMaster community are met.
Peer Support Line
The Peer Support Line is operating in its second full year as an MSU service. This year, the line was able to operate during Welcome Week, albeit with reduced hours of service. Volunteers answer calls seven nights a week, from 7:00pm to 1:00am. The Peer Support Line has created an online resource library via their website, and is working to launch Peer Support OnLine – a chat-based support network.

Queer Students Community Centre (QSCC)
Earlier this year, the Queer Students Community Centre celebrated its 6th MacPride. It was the largest yet, with over 250 participants attending the MacPride Pride March. Over the summer, QSCC was represented at World Pride Toronto. Throughout the term, QSCC hosted multiple events, such as board game socials. During these events, the service would usually fill to maximum capacity. In the coming year, QSCC looks forward to meeting even more people through the social space, mixers, and new athletics initiatives offered to students.

Shinerama
Thanks to the efforts of the McMaster and surrounding Hamilton community, Shinerama raised $165,000 for Cystic Fibrosis research this year, well surpassing last year’s record by $28,000. The campaign remains a strong community building component of Welcome Week, as 1250 students participated in the annual Shine Day.

The Silhouette
The Silhouette transitioned to a new tabloid format during the 2014 school year. While the broadsheet format - used by The Sil for over 84 years - had its advantages and disadvantages, it was time to move to a layout that served the student body in a more efficient and on-the-go manner. This has given the Silhouette staff more room to focus on multimedia projects, online exclusive content, annual magazines, and a crisper overall design. Reception to the new format has been overwhelmingly positive, and The Silhouette plans to continue to improve the ways in which information is delivered to the student body.

Spark
Operating in its pilot year, Spark helps first-year students transition into life at McMaster. Through weekly sessions focusing on topics such as time management, discovering Hamilton and presentation skills, Spark works to create a toolkit that new students will use to thrive throughout their years at McMaster. By April, over 200 students will have completed the program, and very positive responses have already been recorded from students who were enrolled in the fall cycle. Should the service be approved by the SRA at the end of this year, it will continue to grow and positively impact even more incoming students.

Student Community Support Network (SCSN)
SCSN strives to inform students about housing by-laws and helps improve community relations. SCSN’s Community Assistants have been busy patrolling neighbourhoods and ensuring students have positive interactions with the community. SCSN also runs the Discover Your City program, which included the exciting new Summer Passport that helped more students explore Hamilton. SCSN also hosted a campaign in November to gather feedback from students about their experiences with student housing. Additionally, SCSN will also host the second Leavin’ The Nest program in residences, giving tips for finding off-campus housing and empowering students with knowledge about their rights as tenants.

Student Health Education Centre (SHEC)
SHEC continues to offer engaging and relevant health education and support for McMaster students. This year marked the introduction of a new structure for the service that includes four educational programming pillars: Mental Health, Sexual Health, Addictions Awareness and Nutrition & Active Living. The four pillar structure has allowed for more effective management, increased cohesion within the service, and facilitated an overall streamlining of SHEC’s program delivery. Also, this year SHEC hired first-year student volunteers during Welcome Week and made a goal to execute a first-year targeted initiative each month. Finally, a
monthly SHEC e-newsletter has been implemented and currently has over 300 subscribers. Looking ahead, SHEC will update the resources available in the centre. As well, discussions about how to make the SHEC space more inviting and better aligned with the service’s goals and usage will continue.

**Student Walk Home Attendant Team (SWHAT)**
The Student Walk Home Attendant Team has averaged more than 150 walks for students each month this year. The success of the service is a direct result of strong advertising and unique outreach strategies, coupled with SWHAT’s enthusiastic volunteer base. During the November Walkathon event, service was provided to more than 200 clients - a number which continues to grow annually. This year, SWHAT was trained to operate and facilitate the delivery of lift keys to those students who require the use of campus lifts.

**Teaching Awards Committee (TAC)**
TAC has grown in a variety of ways in 2014. TAC garnered over 800 nominations from students across all faculties in first semester. Nursing, as well Arts & Science saw the biggest increase in nominations over last year. There have been changes to the TAC operating policy to accommodate for the new Community Engagement Award. The new award recognizes and reflects the various ways in which faculty members at McMaster contribute to and engage with local, national and international communities. TAC looks forward to another strong nomination period, which will run from February 2nd to the 13th. As per tradition, TAC will end the year by hosting the annual Teaching Awards Ceremony in March.

**Terry Fox Run**
The annual Terry Fox run welcomed 105 participants and community members to campus. The event raised approximately $4000 through a variety of fundraising efforts. Another great run was had on the McMaster campus.

**TwelvEighty**
TwelvEighty Bar & Grill had a fantastic year. In 2014, TwelvEighty dedicated considerable efforts to create new marketing strategies that have captured the attention of the McMaster student body. The space remains an inexpensive place to eat, drink and socialize with peers. TwelvEighty’s catering menu has increased food sales significantly, all while giving undergraduates a place where they can organize group functions at affordable rates. September 2014 brought about changes to the TwelvEighty restaurant menu, as well as the drink menu and the daily special line-up. Rotating these specials on the Campus Screen Network and utilizing social media tools for promotion has bolstered TwelvEighty’s dining room considerably, with sales significantly above last year. Thursday nights have seen a noteworthy increase in attendance, thus keeping students on campus and in one of the safest nightclubs Hamilton has to offer.

**Underground Media + Design**
Underground Media + Design has seen many changes this year, namely the installment of a fresh, new red look and a wide variety of retail goods. With the addition of a new storefront printer line-up, a full colour production machine in the back, and a wide format printer, Underground has approached the school year with full force. In 2014, Underground adopted the poster service formally provided by the Promotions and Advertising Committee (PAC). Also, Underground is the campus avenue to access the Campus Screen Network. These elements, coupled with Underground’s incredible design talent, make the service the central hub for advertisement and design within McMaster University.
Union Market
Union Market provides coffee, tea, snacks, light meal items and cold beverages at affordable, student friendly prices. Healthy and restrictive dietary options are gladly offered. This school year has seen the finishing touches on some previous renovation work, along with an updated store look including fresh paint. Furthermore, the store purchased a new milk fridge ensuring more reliable service. Union Market continues to provide students with a positive customer service experience, flexible employment opportunities and a welcoming atmosphere.

Women & Gender Equity Network (WGEN)
Operating in its pilot year, WGEN spent the first semester establishing campus partnerships, building working relationships and securing physical space from which to operate. Set to launch to the public on January 29, WGEN will host speakers and events throughout second semester. In addition, WGEN is currently in the process of building a mobile resource library and will launch its Safe(r) Space program in the beginning of February. Biweekly bookclub and documentary screenings will complement the Safe(r) Space, alongside monthly dialogues that will address feminist issues concerning campus and beyond.
ADVOCACY

Advocacy is an integral aspect of the daily operations of the MSU, particularly at the level of the Board of Directors. For the purposes of this document, advocacy should be understood as any effort to effect change or ameliorate policies, funding levels, opportunities, programs and/or legislation as they pertain to the undergraduate students of McMaster University. The Advocacy section of the 2014/2015 MSU State of the Union is sub-divided into two parts; internal and external. Internal will refer to the work done at and within McMaster University, while external will highlight the MSU’s efforts at the provincial and federal levels of jurisdiction.

Internal Advocacy:

Academic Affairs Council
The Academic Affairs Council (AAC) brings together student advocates from the MSU and all of McMaster’s faculty and program societies, to discuss important academic issues that affect specific programs and undergraduate students. The AAC provides a unique avenue for student leaders to share best practices, discuss program specific initiatives and update each other. Important issues that have been discussed include the impact of a week-long Fall Break on the students of each faculties, election awareness, and study space. One of the AAC’s priorities for the year has been to discuss what ‘experiential education’ means for each faculty and how it may differ depending on a program. The AAC is working on a document outlining a series of recommendations to increase the unique academic experiences of students, with an emphasis on increasing experiential education opportunities.

Accessibility
The MSU had a very active year implementing new initiatives and avenues to discuss student accessibility. Physical accessibility is an issue that many students face and the MSU continues to work towards positive goals concerning the structural accessibility of campus. By working with Facility Services, the MSU via WHAT created temporary solutions to ensure students can better access operating lifts in various buildings. Additionally, the MSU is a member of the McMaster Accessibility Council, the body that oversees all accessibility projects and initiatives on campus. This year, the first Annual Accessibility Forum was held by Diversity Services and the University Affairs Committee. Students were given a safe space in which they were able to freely discuss issues regarding accessibility on campus. The information gathered will aid the MSU in future advocacy efforts. The MSU is currently exploring mechanisms to better support students with disabilities, as well as creating more advocacy avenues for accessibility discussions.

Advocacy Street Team
The Advocacy Street Team has been busy this year with a variety of campaigns related to post-secondary education issues. The “Better Learner” campaign asked students to respond to the open-ended statement “I would be a better learner if only...” addressing concerns about the quality of their education. The results of this campaign were compiled and discussed during a MIIETL Panel Discussion on Better Learning between McMaster faculty members and students. The Advocacy Street Team was heavily involved in both #MacVotes campaigns, promoting the municipal and provincial elections. In addition, street team members assisted the Student Success Centre with Dollar Daze week and the promotion of McMaster Money Centre. Currently, the Advocacy Street Team is assisting SCSN with a student housing campaign, helping create a dialogue regarding landlord issues, rent, and housing conditions. The first ever MSU Advocacy newsletter was released this year. It highlights the lobbying efforts and initiatives of the MSU on the University, municipal, provincial, and federal levels of involvement.
**Mental Health**

Student mental health has been a priority for the MSU this past year. Alongside the Office of Student Affairs, the MSU has contributed significantly to the ‘Student Mental Health and Wellness Strategy’. This strategy showcases the University’s efforts to create a community that promotes health and wellness, in an inclusive and safe environment. The MSU hosted focus groups and fostered discussions amongst students regarding the counselling services on campus. Wait times were a prominent theme in said talks, which became important feedback in the formation of the strategy. On this topic, the MSU represents students via the Student Mental Health Advisory Committee, as well as the President’s Advisory Committee on Building an Inclusive Community (PACBIC) working group for Mental Health, Equity and Inclusion. The MSU is currently working on the official launch of the Mental Health Strategy, as well as a mental health and mental illness awareness campaign taking place in late February.

**MIIETL**

The McMaster Institute for Innovation and Excellence in Teaching and Learning (MIIETL) is the institute in charge of providing teaching and technological support to instructors, as well as performing research surrounding innovative teaching and learning. The MSU continues to work closely with MIIETL to ensure that students are engaged with the institute’s initiatives. This year, the MSU partnered with MIIETL to run the “Better Learner” campaign, which gathered student feedback regarding the question “I would be a better learner if only...”. The feedback of this campaign was then presented at a discussion panel where students and faculty came together to talk about McMaster’s teaching and learning. MIIETL has formed groups comprised of students, staff and faculty to discuss what new research MIIETL should perform later this year. The MSU is represented in all these groups and will ensure the student voice is at the table as MIIETL’s next research phase begins.

**Peer Tutoring Network**

The MSU worked with the Student Success Centre (SSC) to enhance the existing peer tutoring network. As part of this process, an extensive consultation process took place with all academic units within McMaster. In the winter of 2015, the web development will be completed by SSC and a peer tutoring network will be ready to launch for May 2015. The program will connect students with tutors for an affordable rate of $15/hour, which will be paid directly to the tutors. Tutors that register to offer their services will be required to demonstrate excellent academic performance. In cases where their ability to teach is not immediately evident from their academic record, letters of recommendation may be accepted from authoritative sources. The network will operate as a zero cost service for both the MSU and SSC. Administration will be conducted through the SSC, with possible partnerships with MIIETL.

**Spectrum**

Last year, the MSU worked with the Office of Student Affairs to increase the presence of student entrepreneurship at McMaster. This year, an extracurricular program called Spectrum was launched to tap into the entrepreneurial talent of McMaster students, and help develop their ideas and aspirations. Spectrum has launched a variety of workshops to inform, support and develop student entrepreneurs. Spectrum hosted several of their workshops at TwelvEighty, fostering a social and exciting environment for entrepreneurship at McMaster.

**Trauma Counsellor and Response Coordinator**

The MSU played an active role related to the issues of sexual harassment, assault and gender-based violence during the 2014/2015 academic year. The MSU worked with the University to implement a series of recommendations made by the “IT’S TIME to End Violence Against Women on Campus” project. As a part of this coordinated response, the MSU has worked to offer peer support and advocacy through the Women & Gender Equity Network. The MSU also worked with University administration to confirm the creation of
two new roles housed in the Student Wellness Centre and the Office of Human Rights & Equity Services. A trauma specialist is expected to be hired to support victims of gender-based violence. Additionally, a coordinator will be hired to oversee the University’s response to instances of sexual violence. These new positions are expected to be employed by the spring of 2015.

University Administration
An integral component of the MSU’s advocacy effort lives within the University. Senior administrators play a critical role in the allocation of resources on campus. As such, they are the access points for many of the MSU’s advocacy initiatives. The MSU proudly maintains thriving relationships with all members of the University’s senior leadership team. These relationships are thanks in part to a team of administrators committed to providing a world class student experience, a strong core of MSU full-time staff providing continuity from year-to-year and an always passionate group of elected student leaders, working in the best interest of McMaster students.

Welcome Week Advisory Committee
The Welcome Week Advisory Committee (WWAC) has taken on a variety of projects this year related to the Orientation Levy, as well as general policies. Notably, the MSU advocated for more of the levy to be allocated towards programming, as opposed to products traditionally included in the MacPass kit. Students indicated via an orientation survey that they value programs over swag items. The funding previously used for these items is being allocated to better support faculty societies and students. The MSU will continue to advocate for proper and transparent expenditure of the Orientation Levy.

The WWAC updated the Memorandum of Understanding previously signed by the MSU and Student Affairs, to outline how support should be given to faculty societies during the planning and implementation stages. The new MOU reflects the additional resources the MSU has put towards supporting these student groups. The document reaffirms the MSU’s belief that governing bodies involved in orientation are meant to enable programming for students, by students. The WWAC is currently working on securing feedback and approval for a new Welcome Week General Policy which will go to McMaster Senate by the end of the second term.

External Advocacy:

Canadian Alliance of Student Associations (CASA)
The MSU is an active member of the Canadian Alliance of Student Associations (CASA), an organization that lobbies the federal government to increase the affordability, accessibility and quality of post-secondary education in Canada. This year, CASA focused its lobbying efforts on three main priorities: mental health, youth employment and financial assistance. CASA has highlighted many problems with the Canada Student Loans Program and the Canada Student Grants Program and provided solutions such as expanding the current grant allocation to meet the needs of students. Due to its expertise in student mental health, the MSU has been a leader in the organization’s mental health efforts. With federal elections occurring later this year, CASA is currently creating a federal ‘Get out to Vote’ campaign for all student associations. The MSU continues to review its membership in CASA. The Board of Directors has engaged with CASA to holistically assess how the MSU’s CASA membership positively impacted the undergraduate students of McMaster University. An official document outlining the results of this review and next steps will be released in March 2015.
**Ontario Undergraduate Student Alliance (OUSA)**
The MSU is one of seven student associations that form the Ontario Undergraduate Student Alliance (OUSA). OUSA is a provincial lobbying organization representing over 140,000 students across Ontario, working to improve the province’s post-secondary education system. The MSU has been a leader in OUSA this year, particularly on the topic of student mental health. The Vice President (Education) was the lead author of OUSA’s Student Health and Wellness policy paper, which included a variety of recommendations. OUSA was instrumental in the government’s reinvestment in the Mental Health Innovation Fund, supporting mental health services for students across Ontario. Other lobby priorities for OUSA included better access to work-integrated learning opportunities, increasing student financial assistance by converting tuition and education tax credits into upfront grants, and better mental health services on campus. OUSA continues to be a well-respected leader in providing educated solutions to ensure that Ontario’s students receive a quality education.

**OUSA General Assembly**
OUSA’s General Assembly is a conference that occurs twice a year, wherein student delegates from each member association gather to act as the highest governing body of the organization. In March 2014, General Assembly was held at Queen’s University, where delegates passed policies on International Students, Aboriginal Students and System Vision. In October of 2014, the second General Assembly was held at Wilfrid Laurier University, where delegates passed policies on Student Health & Wellness, Accountability and Student Mobility & Credit Transfer. Some notable recommendations from these policies include better medical support to campus wellness centres to meet student need for mental health support, increase student representation on university Senates and Boards of Governors, and increase support and transparency for students wishing to switch institutions. The MSU is honoured to host the March 2015 General Assembly. The MSU is working hard to ensure a successful conference, in which delegates will discuss issues facing mature students, LGBTQ+ students and tuition.

**Provincial Lobbying**
Alongside the work done through OUSA and CASA, the MSU is involved in many different initiatives to foster relationships with government. As a founding member of the Hamilton Post-Secondary Advisory Group (HPSAG), the MSU meets regularly with student representatives from Mohawk College and Redeemer University College, as well as the local Member of Provincial Parliament, Ted McMeekin. Throughout the year, Minister McMeekin will bring other members of cabinet, including the Minister of Training, Colleges and Universities, to attend HPSAG. The MSU uses this valuable opportunity to advocate for enhancements to the affordability and accessibility of post-secondary education.

Moreover, at the beginning of 2015, the MSU was heavily involved with Ontario Premier Kathleen Wynne’s visit to McMaster University. The Premier met with students, visited the Queer Students Community Centre (QSCC), toured the Student Centre and conducted interviews with both CFMU 93.3FM and The Silhouette. In addition, the MSU hosts meetings with other MPPs, including conversations with members of multiple political parties. Creating and fostering relationships with the province’s elected officials is essential in advocating on behalf of McMaster students.
COMMUNICATION

#MacVotes
There were two elections this year, one municipal and one provincial. In both events, the MSU developed a comprehensive communications strategy to promote the election to the student body. The hashtag #MacVotes served as the cornerstone of both campaigns, which featured a dedicated website, video, additional online content and graphics, branded lawn signs and multiple on-campus debates. The success of both campaigns was noted, as it found coverage on both cbc.ca and msn.ca. The #MacVotes hashtag is now an established element of future elections communications.

Campus Screen Network
The Campus Screen Network continued to grow in both usage and size. In partnership with Security Services, as well as the Offices of Student Affairs and Public Relations, the McMaster Students Union manages a network of campus-wide display screens, offering 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 critical information or instructions. Use of the screen network by campus and student groups is accessible through Underground Media + Design.

‘MSU & You’ Radio Show
A tradition for each year’s Board of Directors, the ‘MSU & You’ radio show on CFMU 93.3FM continues every Monday from 12:00PM-1:00PM. This year, the show was heavily driven by the Vice Presidents (Finance), (Administration) and (Education), with guest appearances by the President. The show was more comedic in nature than years past, while still holding true to the combination of music and commentary. The radio show aims to balance informing students and listeners of opportunities and events in the MSU, while also providing insight on a variety of issues, from Queen’s Park debates to Marauder sports.

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. Traditionally located on the front inside cover of each issue of The Sil, this year the President’s Page moved to sit opposite the editorial. As the paper morphed from a broadsheet to a tabloid format, the President’s Page moved deeper into the publication. The page features graphics and articles relating to issues in post-secondary education, updates on MSU events, financial reports and project briefings. The page is published weekly.

SMS Communication Launch
The MSU began a partnership with On Campus Text, securing an SMS service now offered to students and campus community members. With nearly 3000 people registered for the MSU’s text based message system, early adoption has proven strong. MSU Administration and Campus Events use the SMS system to advertise events, promotions and important news at a rate of one or two texts a month to all users. There is no cost for subscribers to use the MSU SMS system. To join, a user need only text ‘MSU’ to 71441.

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 social media presence considerably. Now boasting nearly 7000 followers, the MSU’s Twitter account is a campus staple for information, contests/give-a-ways and updates. The MSU’s Facebook page surpassed 5000 likes this year. 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 on social media use. Moreover, thanks to the MSU, partnership programs such as Welcome Week, Homecoming and Frost Week all operate under respective hashtags, establishing greater community and popularity of the events.
Teddy Talks
In effort to fulfill his mandate to stay connected to students, MSU President Teddy Saull committed at least one hour per week to walk through the Student Centre, meeting students to discuss anything from part-time jobs to administrative difficulties in their academic programs. On some weeks, Teddy was armed with a question pertinent to the MSU’s business; other weeks, he would invite students to share general concerns. The product of these talks was that he was able to keep an ear to the ground and use the stories he heard from students to propel advocacy conversations across all domains of the MSU’s jurisdiction, from University administrators to the Premier of Ontario.

Video Production
Having created a Communications Officer position last year, the role continued to provided benefits to the organization by acting as a resources to both Administration and service mangers in the creation of media content, especially in the areas of videography and photography. As a result, the MSU has tripled its video output and doubled its YouTube subscribers over the last year. Moreover, MSU video content is consumed at an every growing rate, with each video averaging hundreds of views, while numerous MSU productions boast thousands of views online.
COMMUNITY ENGAGEMENT

Change Camp
Forward With Integrity (FWI) inspired the McMaster community to focus on community engagement by deepening mutually-beneficial connections to the broader community. As a result, the Network for Community-Campus Partnerships (NCCP) brings together individuals from both McMaster and the community to coordinate activities and discuss issues critical to the success of community engagement. The MSU has many connections within the Westdale and Hamilton communities and recognizes community engagement as an integral part of the McMaster experience.

The MSU, through the Student Community Support Network (SCSN), implemented its own version of a Change Camp event, wherein students and community partners came together to discuss community engagement. Parallel to this, McMaster has implemented an annual Idea Exchange, in which faculty and staff discussed education practices as they relate to the community. Following the 2014 event, various recommendations were made to respond to the need to broaden this dialogue beyond campus and into the community.

To that effect, the MSU will organize a collaborative event in the second term of this year, that will combine that which has been learned from these previous events. With the feedback from community and campus partners, the organization will look to build on existing dialogues and discuss possible frameworks for long-term collaboration between community members, students, staff, and faculty. The hope is that the Change Camp will provide a platform for shared learning around existing knowledge, while also imagining future possibilities.

For Ward One
The MSU was a member of the Participatory Budgeting Advisory Committee for Ward One in Hamilton this year. In this position, the MSU helped collect, vet, and had input as to which ideas proceeded to the final stage of voting. In addition, the MSU submitted its first ever proposal for funding to improve Ward One. The proposal consisted of more lighting along the rail trail, the addition of water fountains and a dog park in Westdale. The intent of the submission was to foster a better sense of community between students and permanent residents of the area. This year’s participatory budgeting cycle will be delayed until the fall 2015 to increase ward participation.

Leadership Summit for Women
The Leadership Summit for Women is an annual, intergenerational, community-wide event that creates a safe space for the diverse voices of women, trans* individuals and their allies. This year, the conference theme was Redefining Leadership. The joint initiative between the MSU, the Student Success Centre and the YWCA was a success, as over 200 delegates attended the conference. Participants in the event are catalysts in guiding the creation of a more just and equitable society. The conference is guided by a vision that all individuals, regardless of gender, have the capacity, efficacy, and equitable opportunity to be leaders in the communities of which they are a part.

Network for Community Campus Partnerships
As a response to the Forward With Integrity focus on community engagement, the Network for Community Campus Partnerships (NCCP) was established. This group is comprised of members from every faculty and various units of McMaster who are involved with community engagement education, research and initiatives. Its purpose is to create a unified way to engage the community in a broad and ethical manner. The MSU is a member, ensuring that the student voice is represented and to ensure that students are equal partners in the various community engagement initiatives. The NCCP has recently launched a website, acting as a hub wherein all engagement activities can be highlighted, including numerous student initiatives. The MSU is
providing feedback on the development of a community engagement course that is tentatively scheduled to be offered in September 2015. Additionally, the NCCP provides a great avenue for the MSU to inform the McMaster community of its own activities in the community, which has led to many new partnerships.

**Provincial and Municipal Election Awareness**

It is within the MSU’s mandate to promote and engage in all municipal, provincial and federal elections. This year, McMaster students experienced two elections. On June 12, provincial elections were held, while on October 28, municipal elections took center stage. To best coordinate elections awareness, the MSU branded its outreach campaigns under the banner of “MacVotes”. For each campaign, the MSU compiled candidate information and platforms, and build a custom area of the MSU website explaining to students the details of the voting process, as well as highlighting key student issues. Social media was constantly used to engage students.

For the municipal elections, the MSU deployed election-style lawn signs to interested student houses, demonstrating that house’s intent to vote on election day. During the provincial election period, the MSU hosted its traditional MPP all-candidates debate for the riding of Ancaster-Dundas-Flamborough-Westdale (ADFW). The debate was streamed online by The Silhouette and on the radio via CFMU 93.3 FM. The same model of debate was also used when the MSU hosted the mayoral all-candidates debate during the municipal election period. An increase in student interest and engagement with elections was observed through the success of the #MacVotes hashtag, both before and on election day. ADFW had one of the highest voter turnouts in the province.

**The 18th Annual McMasters: MSU Charity Golf Classic**

For the past 18 years, the MSU has run a charity golf tournament with all proceeds benefitting the MSU Child Care Centre. Since 2011, the MSU’s Shinerama campaign has also benefited from the charitable efforts of this tournament, thanks to its assistance with tournament operations. In 2014, The McMasters continued to generate proceeds for both entities, and helped contribute to the $165,000 record raised by MSU Shinerama this year. MSU is grateful for the tremendous support that campus and community partners continue to bestow on this special event.
THE WORKPLACE

Accessibility for Ontarians with Disabilities Act (AODA) Compliance
After consultation with Student Affairs and Human Rights & Equity Services, the MSU took steps to ensure compliance with recent AODA legislative requirements. During the year, the Board of Directors approved a policy outlining the organization’s expectations regarding an Accessibility Standard for Customer Service. As there is such a large, annual transition with MSU part-time staff, next year’s training cycle presents a great opportunity to enhance mandatory AODA training during organizational and departmental sessions. University stakeholders have been very helpful in providing insight and resources, and have offered the use of many of the online programs currently being used by McMaster staff.

Enhanced Staff Training
In the summer months, the Board of Directors, Part-Time Managers, Student Representative Assembly and Executive Board members each have extensive training sessions to prepare for the upcoming year. Though training is standard and ongoing, this year Part-Time Managers experienced additional training on the ability to realize the advocacy potential of each of their respective services. In addition, standard elements covering the management of finances, personnel, marketing and communications were delivered. The Board of Directors is currently working on developing strong transitional training materials for the 2015/2016 Board, ensuring new leadership is adequately prepared for their roles. As the organization grows, it will be important to continuously review the training provided to incoming student leaders.

Hiring Boards
The MSU continues to maintain strong relations with various campus partners, as the organization is called upon to assist with interviews and hiring boards where a student voice would be prudent. This year, the MSU was asked to provide representation on several hiring boards for senior positions within the University. Specifically, the MSU served on the hiring boards for the Committee to Recommend a President (Patrick Deane), the Director of Athletics and Recreation (Glen Grunwald), Director of Housing and Conference Services (Michael Porritt), and the Director of Hospitality Services (Chris Roberts). In addition, the MSU was invited to participate in the hiring of new Special Constables for Security Services, ensuring the security team has a student-focused, community policing approach.

Risk Management Online
In order to streamline the risk management process for the departments of the MSU, it was decided that there needed to be a shift from hard-copy forms, to an online risk management approval system. Working with the Office of Environmental & Occupational Health Support Services (EOHSS), the MSU secured the usage of the existing online University risk management system, already used by Clubs, faculty societies and McMaster departments. This will make the process of submission, review and approval much more efficient, while still maintaining the autonomy of the MSU’s risk management practices.

Workspace Upgrade (Committee Room Renovations)
In an effort to ensure that volunteer and employee workspace is sufficient, the MSU Committee Room was renovated and redesigned to include a new boardroom and a variety of new workstations. The redesign facilitates better use of the available space, shifting workstations from the middle of the room to the periphery, while adding adequate storage for the non-brick-and-mortar services of the MSU. The upgrades have proven to be very beneficial to Part-Time Managers, as well as various committees of the SRA who frequent the new meeting space.
FINANCES

Audited Statements
Each year, the MSU is audited by an external, professional auditing firm (KPMG LLP) to ensure and maintain a high level of fiscal accountability and present accurate, transparent documents for release to students and the wider public. The audited statements of fiscal 2013/2014 were presented to the SRA on September 28, 2014. As an organization, the MSU generated a surplus of $286,024 for 2013. With over $12 million in expenditures, the 2013 surplus represents 3% of the annual operating budget. The auditors made some minor recommendations to the MSU, none of which indicated any concern with the financial health of the organization or the management of resources.

Budget Process
Following recommendations from the auditors, the MSU has begun the 2015/2016 budgeting process. The process will engage budget managers to determine plans and priorities for the upcoming fiscal year. In addition to consultation with budget managers, the MSU also works with part-time employees, as well as elected representatives in regards to defining the direction the organization should take. This year, the budgeting process will have to consider two pilot programs that are up for review, as well as an increase in revenue generated by the business units.

Bylaw 5 - Financial Affairs
This past year saw changes to Bylaw 5 approved by the SRA. The changes pertained to the financial accountability and transparency of non-MSU, non-University groups that receive a fee from students, collected and remitted by the University. Under the changes, the groups were required to post their financial statements online and also to present them to the SRA before the end of November. All five groups did what was required and were happy to have more students learning about their respective operations.

Potential Changes to Corporate Bylaw 3 - ‘Reserves Policy’
This year, the Vice President (Finance), along with the Finance Commissioner, General Manager and Comptroller, began working on a way to manage the MSU’s financial reserves. Instead of creating a standalone policy, it was decided that it would be best to make changes to Corporate Bylaw 3. The potential changes coming forward will highlight the floor and ceiling for all of MSU reserve funds, including operating, health plan and dental plan funds. The changes ensure that if the organization were to experience financial difficulty, the MSU would be in a position to continue operating all of its services. Approval for such changes can only be made at a meeting of MSU Inc., which will take place later this term.

Transparency and Accountability
The MSU takes great pride in the transparency and accountability it maintains in regards to annual spending practices. The “Your Money” infographic was updated to reflect the current fiscal year, helping students easily understand how the operating fee is distributed across each service of the organization. In addition, the MSU posted the entire, unabridged audited financial statements on its homepage, as well published audit highlights in The Silhouette. The MSU has taken an active role in seeking out student input and feedback on large expenditures such as Frost Week and a year end celebration.
Revenues vs. Expenditures
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, students should immerse themselves in the debate and devote time to making an informed choice in all forthcoming elections. There are many areas in which the MSU can focus, and which priorities are eventually pursued is determined by the individuals elected to represent the student body. McMaster University boasts an abundance of different opinions and values. In order to ensure one’s views are adequately represented, it is essential to engage in the democratic process and hold elected representatives accountable.

Thank you for taking the time to read this document. Given that undergraduate years are numbered, the MSU exists to help students get the most out of the university experience. This document was established in part to help students be active participants in deciding how the MSU goes 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: $1.18 per unit to a maximum of 30 units
Athletics & Recreation Activity Fee: $113.37
Orientation Levy (first time Level I students only): $112.66
Sports Complex Building Fee: $4.56 per unit to a maximum of 30 units
Student Health Services Fee: $58.00
Student Services Fee: $4.42 per unit to a maximum of 30 units
University Student Centre Building Fee: $0.63 per unit to a maximum of 30 units

McMaster Students Union Fees:
CFMU 93.3FM Operating/Capital Fund: $12.50
Dental Plan Premium: $116.15 (refundable with proof of comparable coverage)
Health Plan Premium: $58.08 (refundable with proof of comparable coverage)
H.S.R. Bus Pass: $138.65
Marmor Operating Fund: $9.22
MSU Operating Fund: $122.61
WUSC Student Refugee Fee: $1.49

Non-MSU / Non-University Fees:
Engineers Without Borders: $0.37
Incite Publication: $0.96
McMaster Solar Car: $1.08
McMaster Marching Band: $0.91
Ontario Public Interest Research Group (OPIRG): $7.67 (refundable)

Faculty Society and Support Fees:
Arts & Science Society: $28.11
DeGroote Commerce Society: $200.40
McMaster Engineering Society: $190.01
McMaster Humanities Society: $60
Health Sciences (Honours) Society: $30
Nursing Society: $191.46
McMaster Science Society/Kinesiology: $50
Medical Radiation Science: $144.18
McMaster Social Science Society: $65.76
APPENDIX B:
MSU OPERATING BUDGET 2014/2015 - NET

Infographic: Per Student Breakdown of MSU Operating Fee

* Breakdowns are approximate and may be rounded
* Administration = majority of overhead costs and staffing
* Executive = MSU/SRA management as well as membership in OUSA and CASA

Admin & Operation $1,895,540.00

- Clubs Department $-158,900.00
- Executive, OUSA, and CASA $-456,020.00
- Public Relations $-219,433.00
- AVtek/Campus Events $-472,532.00
- TwelvEighty $-98,900.00
- The Silhouette $-195,100.00

www.msumcmaster.ca

Union Market $85,110.00
Underground Media+Design $46,220.00
House of Games $11,700.00
Athletics Store (Shortstop) $5,000.00
Student Wellness Centre $21,000.00
Child Care Centre -$1,193.00
CLAY -$19,402.00
Compass Info Centre -$48,625.00
Diversity Services -$25,247.00
Elections Dept. -$27,624.00
EFRT -$38,957.00
First Year Council -$4,500.00
Shinerama & Terry Fox -$19,684.00
Horizons -$17,870.00
Mac Bread Bin -$12,265.00
MACycle -$22,970.00
MACgreen -$18,345.00
Maroons -$18,090.00
Ombuds -$76,050.00
Peer Support Line -$17,050.00
GSCC -$13,104.00
Spark -$11,760.00
SCSN -$30,355.00
SHEC -$19,918.00
SWHAT -$13,970.00
TAC -$5,660.00
WGEN -$11,760.00
APPENDIX C:
PERSONNEL

STUDENT REPRESENTATIVE ASSEMBLY (SRA) (MAY 2014 – PRESENT):

BOARD OF DIRECTORS
Teddy Saul, MSU President
Jacob Brodka, Vice President (Administration)
Scott Mallon, Vice President (Education)
Rodrigo Narro Perez, Vice President (Finance)

Arts & Science
Spencer Nestico-Semianiw

Business
Sarah Mohamed
Harrison Nolan – resigned November 2014
John Tambakis

Engineering
Vikas Chennabathni
Ethan D’Mello
Alex Dufault
Jay Modi
Ehima Osazuwa
Shean Seevaratnam

Kinesiology
Raymond Khanano
Taylor Wilson

Health Sciences
Pardh Chivukula – resigned August 2014
Alexa Mordhorst
Yishi Sun – elected November 2014

Humanities
Sara King
Katie Lehwald
Daymon Oliveros
Jessica Soubas

Nursing
Mitchell Gillies – resigned August 2014
Zach Zacharewicz
Amanda Soukvilay – elected November 2014
Science
Anser Abbas
Mike Gill
Giuliana Guarna
Patricia Kousoulas
Mirella Mazza
Victoria Tweedie

Social Sciences
Lindsay Craig
Daniel D’Angela
Eric Gillis
Sarah Jama
Tristan Paul

Speaker
Mike Cheung

COMMISSIONERS
Standing Committee on Bylaws & Procedures: Eric Gillis
Standing Committee on External Affairs: Spence Nestico-Semianiw
Standing Committee on Finance: Daniel D’Angela
Standing Committee on Operations: Tristan Paul
Standing Committee on Services: Natasha Sandhu
Standing Committee on University Affairs: Alan Rheaume

EXECUTIVE BOARD
Teddy Sauli
Jacob Brodka
Scott Mallon
Rodrigo Narro Perez
Daniel D’Angela – elected April 2014
Lindsay Craig – elected April 2014
Eric Gillis – elected April 2014, resigned August 2014
Harrison Nolan – elected April 2014, resigned November 2014
Ehima Osazuwa – elected April 2014
John Tambakis – elected September 2014
Giuliana Guarna - elected January 2015
FIRST YEAR COUNCIL (FYC)

Chair - David Lee
Vice-Chair - Rabeena Obaidulla
Advocacy Director - Lindsay D’Souza
Communications Director - Krish Khurana
Events Director - Rohan Lohana

PART-TIME MANAGERS (PTMs)

Advocacy Street Team - Jess Shoker
Creating Leadership Amongst Youth (CLAY) - Ryan MacDonald
Diversity Services - Sarah Quayyum
Emergency First Response Team (EFRT) - Chris Adams-McGavin
Elections Department - Saad Syed (Chief Returning Officer)
Naomi Pullen (Deputy Returning Officer)
Horizons Conference - Amy Lloyd
MACgreen - David Rios
MACycle - Jackson Waite (resigned October 2014); Justin Phan (hired November 2014)
Mac Bread Bin - Rachel Sullivan
Mac Farmstand - Lucia Jara
Maroons - Kristina Weatherbee
Peer Support Line - Ameema Saeed
Queer Students Community Centre (QSCC) - Daniel McGuire
Spark (pilot year) - Jimmy Long
Student Community Support Network (SCSN) - Joshua Patel
Student Health Education Centre (SHEC) - Laura Jamieson
Shinerama / Terry Fox Run - Karissa Holyer
Student Walk Home Attendant Team (SWHAT) - Cherryl Doria
Teaching Awards Committee (TAC) - Mina Karabit
Women & Gender Equity Network (pilot year) - Shanthiya Baheerathan

NEW EMPLOYEES HIRED

Child Care Centre Early Childhood Educator - Sherri Huffman *
TwelvEighty Restaurant Manager - Jen Simas
TwelvEighty Night Club Manager - Alena Lukich

* Sherri was hired full-time continuing in 2014, having spent the previous year covering a Maternity Leave in the Child Care Centre
FULL-TIME STAFF
(APPROX. LENGTH OF SERVICE)

Accounts Payable/Payroll Supervisor – Kevin O’Mara (3 years)
Accounts Receivable Supervisor – Marn Lawton (37 years)
Administrative Assistant – Victoria Scott (7 years)
Administrative Assistant – Jess Bauman (3 years)
AVtek Coordinator – Jeff Cudahy (9 years)
Campus Events Director – Al Legault (5 years)
Campus Events Office Manager – James Pasierbski (Student Opportunity Position)
CFMU Administrative Director – Sandeep Bhandari (17 years)
CFMU Community Outreach Coordinator – Tyler Welch (Student Opportunity Position)
CFMU Program Director – James Tennant (17 years)
Child Care Centre Cook – Marlene James (24 years)
Child Care Centre Director – Debbie Thomson (33 years)
Child Care Centre Early Childhood Educator – Lisette Ann Madore (31 years)
Child Care Centre Early Childhood Educator – Sharon MacDougall (32 years)
Child Care Centre Early Childhood Educator – Karen Iles (27 years)
Child Care Centre Early Childhood Educator – Michelle Fairbairn (22 years)
Child Care Centre Early Childhood Educator – Peggy-Sue Paterson (18 years)
Child Care Centre Early Childhood Educator – Miranda Vanderveen (6 years)
Child Care Centre Early Childhood Educator – Sherri Huffman (2 years)
Child Care Centre Early Childhood Educator Supervisor – Emily Young (29 years)
Clubs Administrator – Griffith Dias (Student Opportunity Position)
Communications Officer – Alex Young (Student Opportunity Position)
Compass Manager – Debbie Good (28 years)
Comptroller – Maggie Gallagher (6 years)
General Manager – John McGowan (13 years)
Network Administrator – Pauline Taggart (23 years)
Silhouette Executive Editor – Andrew Terefenko (Student Opportunity Position)
Student Life Development Coordinator – Michael Woeder (7 years)
TwelvEighty Assistant Kitchen Manager – Stuart Gold (4 years)
TwelvEighty Kitchen Manager – Richard Haja (5 years)
TwelvEighty Night Club Manager – Alena Lukich (<1 year)
TwelvEighty Restaurant Manager – Jen Simas (<1 year)
Underground Media + Design Designer – Dave Dedrick (7 years)
Underground Media + Design Manager – Sandro Giordano (28 years)
Underground Media + Design Multi-Media Designer – Rebecca Arboly (3 years)
Underground Media + Design Production Manager – Lesley Lilliman (25 years)
Underground Media + Design Service Coordinator – Amanda Weldon (Student Opportunity Position)
Union Market Manager – Robyn Chiborak (Student Opportunity Position)
University Ombuds – Carolyn Brendon (11 years)*
University Ombuds – Kileen Dagg Centurione (3 years)*

*Ombuds is co-funded between the McMaster Students Union and McMaster University
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.