

Tuesday, June 4, 2019
6:00PM
Council Chambers, University Hall

We would like to respectfully acknowledge that our University and our Students' Union are located on Treaty 6 Territory. We are grateful to be on Cree, Dene, Saulteaux, Métis, Blackfoot, and Nakota Sioux territory; specifically the ancestral space of the Papaschase Cree. These Nations are our family, friends, faculty, staff, students, and peers. As members of the University of Alberta Students' Union we honour the nation-to-nation treaty relationship. We aspire for our learning, research, teaching, and governance to acknowledge and work towards the decolonization of Indigenous knowledges and traditions.

LATE ADDITIONS (SC-2019-03)

2019-03/1 SPEAKERS BUSINESS

2019-03/2 PRESENTATIONS

2019-03/2a **Title:** 'Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls'

Presenters

- Nathan Sunday, Chair of the Aboriginal Relations and Reconciliation Committee.

Description: In accordance with the Aboriginal Relations and Reconciliation Committee (ARRC) Standing Orders and recommendations, the chair of ARRC will present a short oral report regarding the principle conclusions of the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls. In addition, a discussion of how we, as Students' Council, and the Students' Union can embody the spirit of the Final Report in our work will be presented.

SUNDAY MOVES to allow a presentation on the Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls.

See SC-2019-03.12.

2019-03/3 EXECUTIVE COMMITTEE REPORT

2019-03/4 BOARD AND COMMITTEE REPORT

2019-03/5 OPEN FORUM

2019-03/6 QUESTION PERIOD

2019-03/7 BOARD AND COMMITTEE BUSINESS

2019-03/7a **MARINAKIS MOVES** to ratify the Executive Compensation Package, as proposed by the 2018/19 Executive Compensation Review Committee.

2019-03/8 GENERAL ORDERS

2019-03/8a **BHATNAGAR MOVES** to go in camera.

2019-03/9 INFORMATION ITEMS

2019-03/9a Updated International Student Tuition Rates Proposal - Report.

See SC-2019-02.10.

2019-03/3b Aboriginal Relations and Reconciliation Committee - Chair's Report.

See SC-2019-02.11.

2019-03/2c Final Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls - Presentation.

See SC-2019-03.12.

Proposed Tuition Rates for Incoming International Students (2020/21)

1. Undergraduate Program Based Tuition Bands

Note: These bands exclude the following programs: Law, Pharmacy, Dentistry, Dental Hygiene, and Medicine. Where required proposals for international tuition for incoming students in 2020/21 will come forward at a later date.

2020-21 International Undergraduate Cohort	Program Total	Annual (Fall and Winter)	Spring or Summer	Credits
Faculty of Engineering Degree Programs*	\$158,000	\$39,500	\$9,875.00	Varies*
Faculty of Business Degree Programs	\$105,000	\$35,000	\$8,750.00	90
Degree programs in: Faculty of Arts, Faculty of Agricultural Life and Environmental Sciences, Faculty of Kinesiology Sport and Recreation Faculty of Science Faculty of Open Studies	\$118,000	\$29,500	\$7,375.00	120
Degree Programs in: Augustana Faculty Faculte Saint Jean Faculty of Education Faculty of Native Studies Faculty of Nursing	\$108,000	\$27,000	\$6,750.00	120
BSc in Radiation Therapy	\$147,500	\$36,875	\$9218.75	150
BSc in Medical Laboratory Science	\$92,430	\$30,810	\$7,702.50	94

* Engineering programs vary slightly in credits pending students' choices in registrations. The credits guaranteed for a program will be communicated at the time of admission.

2. Bridging Program Per Course Rate

2020-21 International Undergraduate Cohort	Per Course
Bridging Program - (All Programs)	\$2,950.00

3. Thesis based tuition for PhD and Masters Programs

2020-21 International Graduate Cohort	Program Total	Annual Tuition (Sept - Aug)	Years
Thesis Based Masters (All Specializations)	\$34,800.00	\$8,700	4 years
PhD (All Specializations)	\$52,200.00	\$8,700	6 years
All Programs - International Graduate Tuition Increase (offset by equivalent financial support)	N/A	\$4,000	

4. Course Based Masters-Standard Fee Index and Program Tuition

Note: This rate excludes some specialized programs such as Integrated Petroleum Geoscience, Masters of Public Health etc.

2020-21 International Graduate Cohort	Proposed Fee Index Total	3 Credit Course	Fall and Winter
Standard Course Based Master's	\$310.72	\$1,864.30	N/A
All Programs - International Graduate Tuition Increase (offset by equivalent financial support)	N/A	N/A	\$4,000

5. Specialized Course Based Masters Tuition for Masters in Business Administration (MBA) and Masters of Engineering (MEng)

2020-21 International Graduate Cohort (MBA and MEng)	Program Total	Fall and Winter	Spring or Summer	Credits
Master's in Engineering (All Specializations)	\$39,500.00	\$19,750.00	\$9875.00	Varies
Master's in Business Administration	\$56,563.20	\$28,281.60	\$7070.40	60
All Programs - International Graduate Tuition Increase (offset by equivalent financial support)	N/A	\$4,000	N/A	

Background Information on Proposed International Tuition Rates 2020/21

Overview

Stemming from the passage of Bill 19, an *Act to Improve the Affordability and Accessibility of Post-Secondary Education*, approved by the Legislative Assembly of Alberta in November, 2018, the University is proposing the following tuition rates for incoming undergraduate and graduate international students for discussion. These rates would be applicable for those admitted to begin programs in the 2020/21 academic year and will be applied within the framework of the proposed program based tuition model.

In this document you will find a number of sections including:

- 1) Total per FLE (Full Load Equivalent) cost to educate students (grant plus tuition)
- 2) Proposed tuition rates for undergraduate and graduate students for 2020/21 admission
- 3) New rates compared to regularized increases
- 4) International undergraduate tuition comparators (Fall 2018 to Fall 2019)
- 5) Increase in international student support allocation based on tuition rate changes

Principles

A set of principles have also been developed in consultation with the Tuition Budget Advisory Committee to guide the development of these tuition models where choices for the institution exist. These principles are:

- Promote good academic choices for students
- In cases of ambiguity, the student will be favoured
- Provide administrative efficiency
- Clarity in communication
- Support for high quality student experiences
- Support for a stable and predictable funding model
- Leverage current consultation bodies
- Ensure our programs remain competitive in the marketplace

Constraints

Institutions are expected to charge at least cost-recovery rates to ensure government funding supports access for domestic students, as per the Guidelines for the Alberta Tuition Framework.

1. Total Per FLE (Full Load Equivalent) Cost to Educate Students (grant plus tuition)

We are required to set international tuition at levels that at least cover the cost to deliver the programs to international students. While this information is difficult to determine at the program level, the following calculation of average cost for domestic students in a BA program sets an appropriate level of expectation.

2018-19 U of A (grant per domestic student + domestic tuition) = \$29,226

Description	Cost	Notes
2018-2019 Campus Alberta Grant	671,281,614	Total Operating Grant
Adjusted for Academic Health Center	(11,283,278)	Removed as does not apply to student education
<hr/>		
Total	659,998,336	A
2017-2018 FLE (Full Load Equivalent)	27,609	B , total undergrad and grad (note: 2018-19 FLE not available yet)
<hr/>		
Grant per student	\$23,905	A/B = C
Full Year 2018-19 tuition for domestic Arts student	\$5,321	D , assuming 10 courses per year
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Total Tuition and grant per Arts domestic student	\$29,226	C+D = E

2. Proposed Rates

The following fixed rate international tuition levels for students admitted for the 2020-21 academic year are proposed based on the requirements to cover the costs of delivering programs, the need to anticipate cost increases over the entire duration of the program, the need to ensure appropriate levels of financial support for international students, and the need to be competitive in an international marketplace. An effort has also been made to standardize program costs into a small number of categories to simplify communication and assessment.

Undergraduate Incoming International Students Beginning in 2020

Faculties	International Undergraduate Tuition Annual Installments (2020 Fall Intake)	Total Program Cost-guaranteed for 5 years, paid over 4 (Business paid over 3 years guaranteed for 4)
A. Engineering	\$39,500	\$158,000
B. Business	\$35,000	\$105,000
C. Arts, Science, KSR, ALES	\$29,500	\$118,000
D. CSJ, Augustana, Education, Nursing, Native Studies	\$27,000	\$108,000

- The annual guaranteed tuition installment rate will be assessed regardless of how many courses a student is registered in. The charge will be assessed for the first 4 years, with no tuition charge in the fifth year if the degree hasn't been completed. Annual assessments will typically be split evenly into Fall and Winter installments.
- The total guaranteed program cost pays for the number of credit attempts up to the approved program credit requirements (typically 120 credits). It does not account for courses taken above the requirements of a program or courses that need to be repeated for any reason.
- This guaranteed rate only applies to tuition costs and does not account for other fees such as Mandatory Non-Instructional Fees, etc.
- Formal Co-Op programs will result in a longer guarantee length (ie. time to pay) with a pro-rated amount re-calculated based on the time to completion.

Graduate Course Based Programs

The overall objective for the international student tuition rate for course based masters programs beginning in Fall 2020 is to harmonize the rate with the annual installment tuition rate for incoming international students studying undergraduate programs in the Faculties of Arts, Science, KSR and ALES, currently proposed at \$29,500/yr. These rates are designed to more accurately reflect the cost of educating a student at the University of Alberta, which has been calculated at approximately \$29,226 per year. In order to avoid a significant one time increase for graduate students, we plan to harmonize the graduate and undergraduate rates over a 3 year period, so that by Fall 2022, the incoming cohort for most course based Masters programs would be assessed tuition on a per credit basis equivalent to the corresponding undergraduate cohort taking Arts/Science/KSR/ALES.

To calculate the total program tuition rate for most graduate course based programs, we will use a standardized fee index and apply it to the minimum credits required to complete a degree program. Standardizing one fee index for typical graduate programs allows us to account for the variance in credit requirements in graduate programs.

For the purposes of communication in admission letters and in order to comply with Bill 19 a program total will be derived for every program at the secondary specialization level using the approved graduate course based program fee index and the minimum credits required. We will then assess that total program fee over 2 years while offering a 4 year guarantee to completion.

2020-21 International Graduate Cohort	Proposed Fee Index Total	3 Credit Course	Fall and Winter
Standard Course Based Master's	\$310.72	\$1,864.30	N/A
All Programs - International Graduate Tuition Increase (offset by equivalent financial support)	N/A	N/A	\$4,000

Note: The above proposal relates to course based master's programs that currently follow standard tuition practices. There are many course based masters programs that are currently designated as cost recovery and as a result of Bill 19 need to be reclassified into the regular tuition stream (ex. Master of Accounting, Master of Science in Internetworking, etc.). This will mean either the confirmation of the current tuition rate as their 2020 international tuition rate and then calculating an appropriate program fee or setting a new international tuition program rate. There are also a number of course based masters programs that have specific international rates higher than the standard fee index (ex. MBA, IPG). In these cases faculties and programs need to be consulted to validate or determine the international rate. These exceptional cases will be addressed on an individual basis over the summer and fall with approvals planned for September/October governance meetings. During the coming months Administration will be working with programs and faculties to evaluate the necessary changes and appropriate rates for these cases.

Graduate Thesis Based Programs

Program	International Graduate Tuition Annual Installments (2020 Fall Intake)	Total Maximum Tuition rate communicated for Masters- 4 year guarantee PhD- 6 year guarantee
Masters	\$8,700	\$34,800
PhD	\$8,700	\$52,200

- The annual guaranteed tuition installment rate will be assessed each year that registration is held
- The Total Maximum Tuition actually paid will depend on the number of years spent in the program. Those that complete in fewer years than the guaranteed duration will not need to continue to pay installments. Those who exceed the expected duration will pay further installments at the rate applicable at the time.
- This guaranteed rate only applies to tuition costs and does not account for other fees such as Mandatory Non-Instructional Fees, etc.

3. New Rates Compared to Regularized Increases

Rates By Faculty	Current Rate	Approximate Cost by Year					Total Program Cost (A)	Annual Rate (A)	% Difference
	19/20	20/21	21/22	22/23	23/24				
Group C Program Tuition									
Proposed Rate ¹	24,725	29,500	29,500	29,500	29,500	118,000	29,500	8.9%	
4-year Int'l Increase Rate ²	24,725	26,043	26,728	27,431	28,152	108,353	27,088		
Group D Program Tuition									
Proposed Rate ¹	22,267	27,000	27,000	27,000	27,000	108,000	27,000	10.7%	
4-year Int'l Increase Rate ²	22,267	23,454	24,071	24,704	25,353	97,582	24,395		
Business Program Tuition ³									
Proposed Rate ¹	30,640	35,000	35,000	35,000	n/a	105,000	35,000	5.6%	
3-year Int'l Increase Rate ²	30,640	32,273	33,122	33,993	n/a	99,387	33,129		
Engineering Program Tuition									
Proposed Rate ¹	33,401	39,500	39,500	39,500	39,500	158,000	39,500	7.9%	
4-year Int'l Increase Rate ²	33,401	35,181	36,106	37,056	38,030	146,374	36,593		

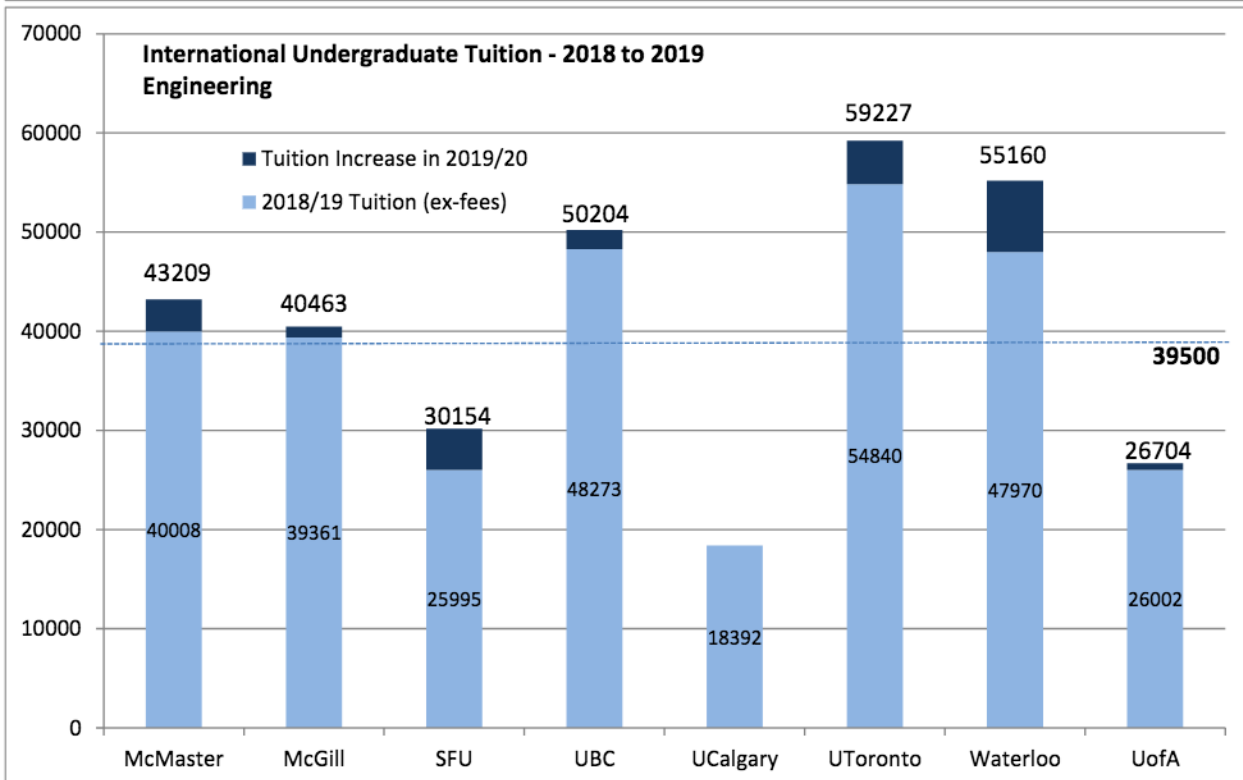
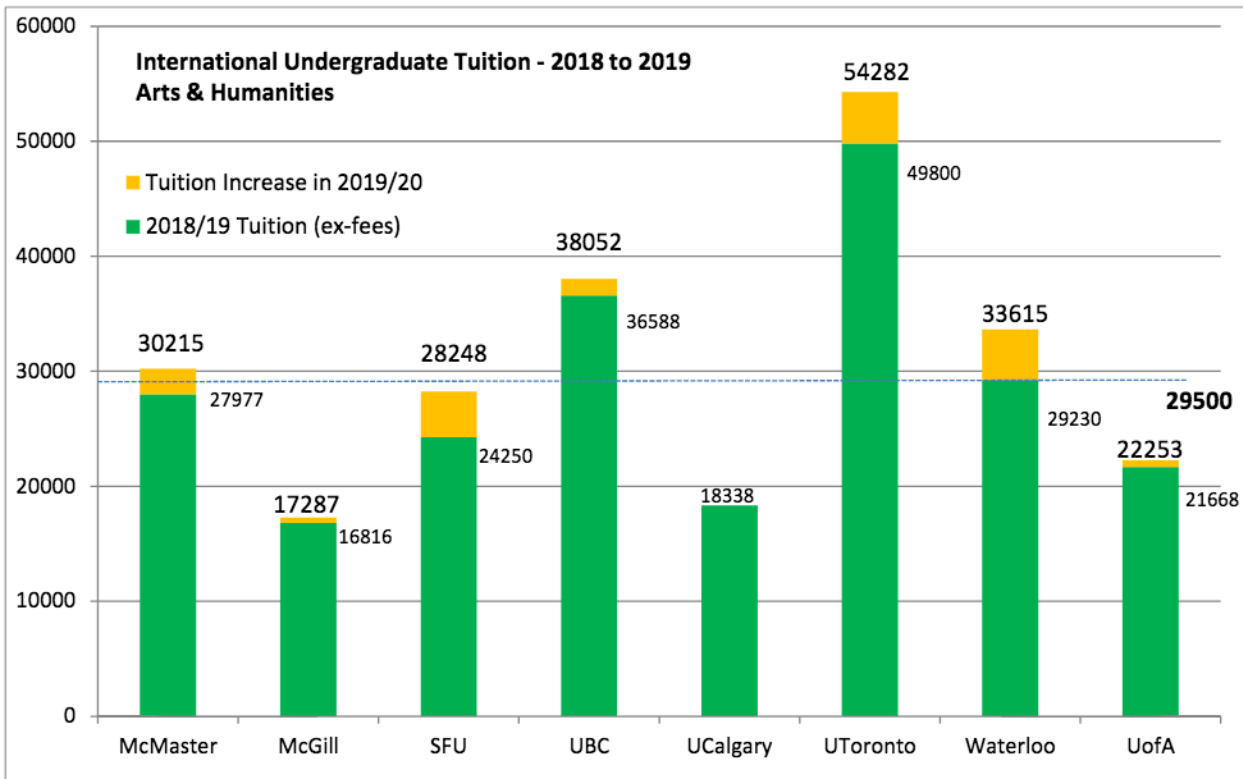
1. These are the rates proposed by Administration

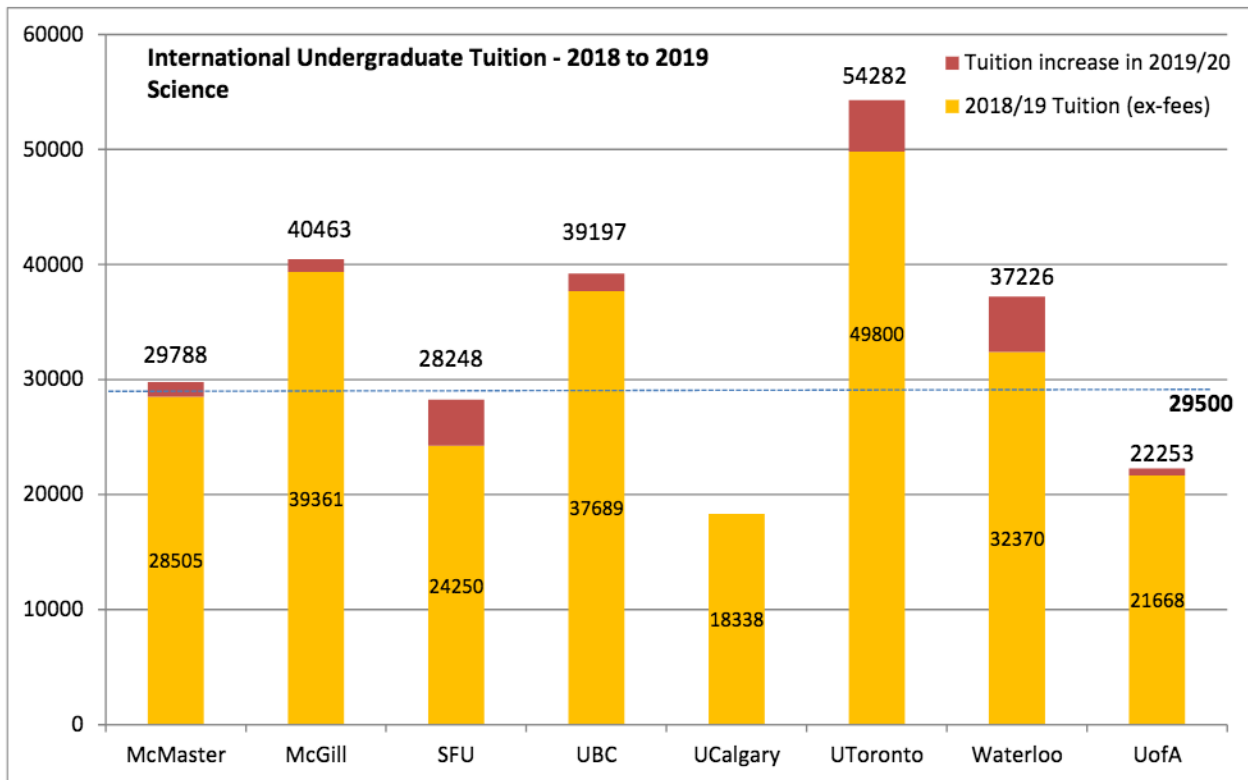
2. Average annual international increase for 16/17 through 19/20 was 2.63%

3. Year 1 includes a 2.7% increase related to student support funds, as they are calculated based on the full tuition, vs only on the International Differential Fee (IDF) portion as per past practice.

4. International Undergraduate Tuition Comparators (Fall 2018 to Fall 2019)

The following graphs benchmark the proposed Fall 2020 tuition levels against known Fall 2019 rates at peer institutions.





Notes:

- i) Competitor institutions chosen based on University of Alberta 2017 applicant responses to the AFA survey question “Where else did you apply”?
- ii) Fall 2018 tuition figures are actual. SOURCE: 2019 increases are actual for UBC, SFU, and Waterloo based on respective website or recent press releases. Increases for the remaining institutions are projected based on their previous year’s increase rate.
- iii) Differences between the University of Alberta bars and the amounts noted in the previous table are attributed to:
 - For the programs excluding Engineering, while both refer to 30 credits, the previous table includes students taking more expensive courses due to market modifiers (e.g. business, economics).
 - For Engineering, the bars represent the cost for the first year (qualifying – 30 credits), while the previous table reflects the 36 credits they take throughout the program.
- iv) Dotted line represents example of future state in Fall 2020 for comparison and to show that UofA would still be below most competitors (who would likely implement a further increase in 2020)
- v) McGill Arts tuition is currently regulated. If deregulated, we can expect a major increase as McGill did with Science, Commerce and Engineering tuition levels in 2013.
- vi) UCalgary - Engineering tuition based on 5 courses (15 units) per term. If 6 courses (18 units) per term then 1-year tuition is \$22,006, and if 7 courses (21 units) tuition is \$25,672.
- vii) McMaster – Science rate based on institution cost calculator for Life Sciences, Mathematics, Chemical & Physical Sciences, Environmental & Earth Sciences 2018/19 tuition of \$28,505. Computer Science tuition is \$30,691. General Arts & Science tuition is \$24,839. All McMaster rates include fees. McMaster cost calculator does not separate out fees from tuition.
- viii) UWaterloo – Science rate based on Life Sciences and Physical Sciences tuition is \$32,370 in Fall 2018. Mathematics is \$32,350, Environmental Science is \$32,830, and Computer Science is \$54,000.

5. Increase in International Student Support Allocation based on tuition rate changes

The change to a program based tuition model with the rates proposed would lead to an increase in the resources available for international student supports. Currently, the University takes 7.55% of the international tuition differential and applies this to student supports. Under a program based tuition model this approach would continue with 7.55% of total international tuition being applied to international student support. With additional revenue the University can look to expand the scope of where these dollars are applied. Possible areas where increased funding could be used include admission bursaries, academic/advising supports, wellness supports etc.

Year	Anticipated Revenue for Student Supports	Increase in support relative to existing model/rates
2019/20 tuition rate- no program based tuition	\$5.16 M	N/A
2020/21- 1 cohort of program based tuition, current students under existing registration based tuition model	\$6.03M	\$870,000
All years of study under program based tuition	\$8.66M	\$3.5M

NOTE: Figures are for illustration purposes and are based on 2019/20 rates and proposed tuition values. These figures represent an approximate increase in student support resources.



ABORIGINAL RELATIONS AND RECONCILIATION COMMITTEE

4 June 2019

Students' Council
University of Alberta Students Union
Students' Union Building, University of Alberta
8900 114 Street NW
Edmonton AB, T6G 2J7

RE: ARRC Chair's Report

Dear Students' Council:

I am writing this report on behalf of the Aboriginal Relations and Reconciliation Committee, a committee of Students' Council given the delegated authority to advance and promote reconciliation within the Students' Union.

In accordance with Section 9(5) of the Students' Council Standings Orders, the following report has been submitted, on time, to the University of Alberta Students' Union. As chair of the Aboriginal Relations and Reconciliation Committee (hereafter, "ARRC"), this report has also been reviewed and approved by members of the Committee pursuant to Section 10(5) of ARRC's Standing Orders.

As this is my first Chair's Report of the year, I would like to introduce myself to those who I have yet the pleasure to meet. My name is Nathan Sunday and I have had the honour of serving as Native Studies Councillor for four (4) terms. This year, I have also been given the honour of serving as Chair for both the Aboriginal Relations and Reconciliation Committee and the new Student Group Committee.

In closing, I would like to thank you for your time in reading my written submission. Should you have any questions, please feel free to ask me during Question Period or via e-mail.

1. Committee Activities

As we are still very much at the beginning of the Students' Council term, ARRC has not begun any explicit activities. However, in ensuring its mandate is fulfilled, the Committee discussed its strategic plan at its May 28, 2019 meeting. As a result of these discussions, the Committee identified the following activities that it will pursue this Council term:

1. "More Metis and Treaty 6 flags on campus" – ARRC will look into the feasibility of purchasing Metis and Treaty 6 flags. Moreover, the Committee will discuss what can be done to increase the presence of these flags across all University campuses (North Campus, Augustana, and Campus Saint-Jean).
2. "TAWOW: What do we want to do?" – ARRC, in partnership with the Council Administration Committee, will plan for Council's attendance at TAWOW. TAWOW, an orientation event directed towards new and returning Aboriginal students, is a great way for Students' Council to engage the Aboriginal student population. Using the lessons learned from last year's TAWOW, I am confident that Students' Council can have even more of an impact/presence this year.
3. "Indigenizing policy review" – ARRC, with the cooperation of Policy Committee, will undergo an ambitious policy review of all Students' Union Political Policies. Specifically, this policy review will be predicated on Indigenization, or ensuring that Political Policies accurately reflect that changing circumstances of Aboriginal students. Upon completion, ARRC will forward its recommendations to the Policy Committee.
4. "Education and learning" – To ensure that all of its members, as well as Students' Council, are equipped with the knowledge needed to complete ARRC's mandate, the Committee will undergo a number of learning sessions. These sessions include, but are not limited to, a treaty acknowledgement workshop, University of Alberta-specific presentations about Aboriginal students, and how to apply an Indigenization lens.

In addition to these objectives, ARRC will continue to work with the Students' Union on implementing its recommendations. On a personal note, I have made it my goal, as the Committee's chair, to increase the number of Aboriginal students-at-large.

2. Committee Schedule

For the next trimester, ARRC will meet bi-weekly on Tuesdays at 5:00 PM. Our next meeting is June 11, 2019. For those interested, we will be having a Treaty Acknowledgement workshop presented at this meeting.

3. Summary of Motions

<i>Meeting Number</i>	<i>Motion</i>	<i>Result</i>
01	HADDOUCHE/VARGAS ALBA MOVED to approve the agenda.	5/0/0 - CARRIED
01	BELCOURT/HADDOUCHE MOVED to approve the Standing Orders of ARRC for the 2019-2020 term.	5/0/0 - CARRIED
01	SUNDAY/PROULX MOVED to appoint, on behalf of the Aboriginal Relations and Reconciliation Committee, Katherine Belcourt to the Committee as Aboriginal Student Council representative.	4/0/1 - CARRIED (Belcourt abstains).
01	SUNDAY/VARGAS ALBA MOVED to appoint, on behalf of the Aboriginal Relations and Reconciliation Committee, Jocelynn Proulx to the Committee as Aboriginal Student Council representative.	4/0/1 - CARRIED (Proulx abstains).
01	HADDOUCHE/VARGAS ALBA MOVED to approve, on behalf of the Aboriginal Relations and Reconciliation Committee, the 2018-2019 ARRC Recommendations.	5/0/0 - CARRIED

Date: April 22, 2019
To: Students' Union Council
Re: Confirmation of Revenue

Dear Finance Committee,

The Executive Compensation Review Committee (ECRC) has completed a set of recommendations for Students' Council on some additions to the compensation package for the University of Alberta Students' Union (UASU) Executives. This recommendation aims to reduce the financial barrier of becoming an Executive by ensuring fair compensation.

Methodology and Background

The ECRC formed this recommendation by comparing UASU's compensation to 35 other Canadian student associations (with particular focus on Alberta), identifying gaps in UASU's compensation package with reference to this data, and identifying other financial burdens that could hinder a student from being able to hold an executive position. Currently, UASU Executives receive only a salary, with no benefits attached. This is unusual relative to the 35 other schools, as 30 of them receive at least some sort of a benefits package. That being said, UASU Executives have some of the highest salaries. The ECRC has chosen not to recommend any changes to the salary component of the compensation package, but to add the following benefits package:

1) Transportation allowance: Each Executive should receive up to \$100/month for transportation-related costs based upon expense forms.

There are many occasions on which Executives must travel around Edmonton or beyond to get to different meetings and events. Thus, we recommend an allowance of \$100/month for transportation-related costs. This allowance can be put towards reimbursement of the Upass, covering a monthly transit pass during the summer months, or parking or gas if they live outside of the ETS service area.

2) Cell phone allowance: Each Executive should receive up to \$50/month for cell phone related costs based off expense forms.

As part of the job, Executives are often responsible to make phone calls to different locations, including long distance. Although they do have an office phone, they are often out of the office for meetings or business travel, often resulting in phone calls made on

their cells. That, in addition to the extra data necessary to navigate themselves around new cities for business, is an added yet necessary expense for the job. Thus, the up to \$50/month allowance will subsidize or cover a phone plan they choose. This amount was chosen based on comparing average data and call plans in Alberta.

3) Paid Tuition: The UASU should pay for one class for each Executive in each of the Fall and Winter terms.

It is a requirement that each Executive take at least one class in each of the Fall and Winter terms, which makes sense as the role is to represent students as a student. However, this requirement means an added cost for the job. Our recommendation is that the UASU reimburses each Executive for one course in the Fall and one in the Winter term, once proof of completion is provided (unofficial transcript), for both international or domestic Executives. If “incomplete” is achieved but the Exec still had to pay tuition, this will be dealt with on a case by case basis.

Additionally, this requirement often means that student loans go into repayment as Executives are no longer full-time students. We recommend talking to the Provost to create an exception for Executives that would give them full-time status despite only being enrolled in one class, to avoid the financial burden of having to repay their loans before completing their degree. MacEwan University and the University of Calgary both have similar arrangements.

4) Health and Dental: The Studentcare Health and Dental Plan will be covered by the Students' Union for each Executive

As with most full-time positions, health and dental insurance should be provided in order to care for the overall wellbeing of employees. Because the UASU runs the Studentcare plan, we recommend Executives be advocates of student coverage by being with this company. Thus, health and dental coverage should be provided, but specifically the Studentcare plan, not other providers.

5) Childcare allowance: Childcare support should be made available on an as-needed basis.

The ECRC feels this is an important way to decrease the financial barrier of running for an Executive position. Many often overlooked costs associated with being a parent can make holding executive positions within the Students' Union a daunting thought when the parent's time can easily be occupied with caring for their child, and when the

additional costs of caring for a child can make current compensation insufficient for parenting responsibilities. With this in mind, we recommend that a minimum compensation of \$2,250 is provided for executives with a dependent who is younger than eighteen (18) years of age over one year, to help cover costs associated with daycare/after-school care or another financial need that may be associated with caring for the dependent. This compensation amount was based in part on a childcare pilot program that is being developed by the Government of Alberta which would make childcare centres available for \$25 a day¹. While we have provided a minimum coverage recommendation, we recognize that individuals may enter the position in different circumstances and, therefore, suggest that additional compensation should be made available based on need at Management's discretion.

Implementation & Closing

Our preference is for all of these recommendations to be implemented in whatever way Management sees as most efficient and transparent. A report to Students' Council detailing the implementation processes should be presented once recommendations are implemented. We look forward to seeing their implementation and the ultimate reduction of the financial barriers that inhibit some individuals from running for Executive positions.

Sincerely,

The ECRC:

Emma Ripka, VP Operations & Finance (Chair, non-voting)

Amlan Bose, Councillor

Stephen Raitz, Councillor

Samantha Tse, Councillor

Tahra Haddouche, Councillor

Michael Mytrunec, Student at Large

Marc Dumouchel, General Manager (non-voting)

Edit: 2019/2020 Finance Committee:

Luke Statt, VP Operations & Finance (Chair, non-voting)

Jared Larsen, VP Student Life (non-voting)

Abigail Isaac, Councillor

Amlan Bose, Councillor

¹ Link to relevant site: <https://www.alberta.ca/early-learning-child-care-centres.aspx>



Office of the
Vice President (Operations & Finance)

Christopher Beasley, Councillor

David Draper, Councillor

Phoebe Marinakis, Councillor

Samir Esmail, Councillor

Talia Dixon, Councillor