

STUDENTS' COUNCIL LATE ADDITIONS

Tuesday, March 6, 2007
Council Chambers 2-1 University Hall

- 2006-21/5 **BOARD AND COMMITTEE REPORTS**
- 2006-21/5d Budget and Finance Committee-March 2, 2007
Please see document LA 06-21.01
- 2006-21/5d(i) **CUNNINGHAM MOVED THAT** Students' Council approve the proposed Budget Principles.
Please see document LA 06-21.02
- 2006-21/5e External Policy Committee-February 26, 2007
Please see document LA 06-21.03
- 2006-21/5f Bylaw Committee-February 27,2007
Please see document LA 06-21.04
- 2006-21/5f(i) **TIEMAN/BUGLER MOVED THAT** Students' Council read Bill#10A a second time.
Bill 10 a – Audit Committee Mandate
Principles (second reading)
Audit Committee's mandate shall be edited such that:
1. Audit Committee shall:
 - a. Shall monitor the use by AUFJSJ of the funds allocated to it by the Students' Union;
 - b. Shall investigate breaches of Contract made by the Students' Union;
 - c. Shall review for compliance funding agreements and contracts between the Students Union and any Dedicated Fee Unit or Faculty Association;
 - d. Have the authority to require before it, in a reasonable period of time, any members of the Executive.
 - e. Not oversee the Students' Union External Audit but shall:
 - i. Review the Auditor's final report and cause to have it tabled on the Council agenda;
 - ii. Be able to contact the SU External Auditor with any questions and/or concerns and shall report important communications to Council;

2. The number of organizational units that the committee is required to review monthly shall be removed;

3. Bylaw 100(16)(2) shall be edited and condensed for sake of clarity and conciseness while not changing any principals other than the ones listed above.

Please see document LA 06-21.05

2006-21/7

INFORMATION ITEMS

2006-21/7f

David Cournoyer, VP External- Report

Please see document LA 06-21.06

2006-21/7g

Samantha Power, President-Report

Please see document LA 06-21.07

2006-21/7h

Chris Cunningham, VP Operations and Finance-Report

Please see document LA 06-21.08

2006-21/7i

ECOS Development Taskforce Presentation Information

Please see document LA 06-21.09

Budget and Finance Committee

March 2, 2007

Minutes

Cunningham (to chair), Blais, Cook, Lewis (proxy for Theresa), Kehoe (arrive at 5:05 pm)

Yusuf to present on ECOS development task force

1. Call to order at 5:02 pm
2. Approval of Minutes
3. Approval of Agenda
4. Old Business
5. New business
 - 5.1 ECOS Discussion/Consultation
 - Presentation on ECOS development task force
 - Possible to shift advocacy aspect into an advocacy department.
 - 5.2. Bearscat
 - Hardware – can be paid with contingency fund.
 - Creating a separate reserve fund for Bearscat will not appear in the budget principals
 - 5.3 Principles
 - Lewis – Suggest we highlight changes and not what we currently do.
 - Cook – We include changes as a report.
 - In Principles, Section 9 was added to read:
 - “9. Changes
 - i. Myer Horowitz and Dinwoodie will be considered units of “Entertainment and Programming” instead of “Business”
 - ii. ECOS (Environmental Coordination Office of Students) will cease to be a student service funded by the Students’ Union Operating Budget.
 - iii. The Consumer Price Index shall be calculated as 3.9% and Tuition increases will be calculated at 3.3% when calculating increase in Operating, Dedicated and Capital Fees.
 - iv. Councilors will not be paid.
 - v. Information services shall include job postings.”
 - vi. The SU may sell tobacco products

Kehoe/Blais moved to amend point 9 (ii) to read “A new student staff position in the advocacy department responsible for sustainability will be created”.

1/4/0 DEFEATED

Cunningham/Cook moved to approve the Budget Principles.

5/0/0 CARRIED

6. Next meeting
 - 6.1 To be discussed

7. Cook/Cunningham moved to adjourn at 7:15 pm.

5/0/0 CARRIED

BUDGET PRIORITIES OF STUDENTS' COUNCIL, UNIVERSITY OF ALBERTA STUDENTS' UNION
FOR THE FISCAL YEAR BEGINNING MAY 1, 2007 AND ENDING APRIL 30, 2008.

This document is intended to serve as an outline of the fiscal priorities of the Students' Union.

1. General

The four key focuses of the Students' Union are

- Undergraduate Student Representation (Advocacy)
- Providing Student Services
- Operating the Students' Union Building
- Operating businesses for the purpose of funding Students' Union activities

Total operating and capital expenditures will not exceed the amount of total operating and fee revenues.

All departments must work within the mandate of the Students' Union.

External entities such as dedicated fee units shall be managed as per existing Students' Union bylaw and any applicable contracts.

Capital expenditures shall be incurred based upon the following criteria:

- Replacement due to wear and tear
- To ensure continued operations of a particular unit
- To enhance the security or functionality of a particular unit

In the event that one section of this document conflicts with any other section, BFC shall identify such a conflict and propose any necessary changes in the presentation of the final budget.

Unless otherwise noted:

- Operating and fixed costs increase at a rate, relative to the previous fiscal year, commensurate with inflation.
- Activity of the Students' Union will continue in a manner consistent with the precedent set in previous fiscal years.

2. Staff

Staff costs shall increase as specified in the CUPE collective agreement. Managerial staff are entitled to a merit increase of *up to* 4%. Unionized staff are eligible for a merit increase of up to 4%.

3. Fees

Operating, dedicated and capital fees shall increase in accordance with Students' Union Bylaw 3000. The consumer price index will be calculated as 3.9%. Tuition increases will be calculated as 3.3%

Operating and capital fees shall account for between 15%-25% of overall revenues.

4. Advocacy and Representation

The Advocacy and Representation units of the Students' Union are:

- The Executive Committee and each individual executive member
- Students' Council
- Advocacy department
- Elections
- Awards night

5. Services

The service units of the Students' Union are:

- Info Link
- Orientation and Transition Programs
- Ombudservice
- Student Financial Aid and Information Center and Access Fund
- Student Group Services
- Safewalk
- Student Distress Center
- Handbook

6. Business

The business units of the Students' Union are:

- SUBmart
- SUBtitles
- Print Center
- Cue
- Cramdunk
- Postal Outlet
- Room at the Top
- Powerplant
- L'Express and L'Express Catering
- Juicy
- SUB Rental Operations

All reasonable attempts to maximize the profitability of these business units, consistent with the mandate of the Students' Union as a service provider, shall be made.

7. Entertainment and Programming

The Entertainment and Programming units of the Students' Union are:

- Week of Welcome
- Myer Horowitz Theatre
- Dinwoodie Lounge
- Antifreeze
- High School Leadership Conference
- SU Kid's Christmas Party
- SUB Programming
- Other Entertainment and Programming

For the purpose of the budget principles discussion, programming that takes place in an SU venue that is not specifically mentioned in the above list shall be considered as separate from the entertainment and programming units.

Where possible, all entertainment and programming units should plan to recoup all costs. Either admission sales or sponsorship are acceptable sources of revenue. Exceptions shall be made clear in the presentation of the final budget.

8. Administration, Operations and Support

The administrative, operational and support units of the Students' Union are:

- Marketing
- Sponsorship
- Facilities
- Administration

Any expenditure relating to marketing will be outlined in each individual unit's marketing plan, to be submitted to the executive committee or designate for approval .

9. Changes from 06/07 Budget Principals

- Info Link shall include a Job Posting Registry. This Registry is intended to provide a central access point to a Part-Time Job Database.
- Myer Horowitz and Dinwoodie Lounge will be considered units of "Entertainment and Programming" instead of "Business".
- ECOS (Environmental Coordination Office of Students) will cease to be a student service funded by the Students' Union Operating budget.

- The Consumer Price Index shall be calculated as 3.9% and Tuition increases will be calculated as 3.3% when calculating increase in Operating , Dedicated and Capital Fees.
- Councilors will not be paid.
- The Students' Union may sell tobacco products.

External Policy Committee
Room 6-06, Students' Union Building
Monday, February 26th 2007, 5:00pm

Attendance: David Cournoyer, Chris Samuel, Michael Cook, Brock Richardson, Bayan Hussein

Call to Order

Dave: I can only stay for 20 minutes, otherwise a certain campaign side will get fined \$10.

Chris: Okay, just pass around that report, and we'll go from there.

Dave: Here's a report that updates on what I've been doing for the last two and a half months. It's a list of different meetings I've been going to – I've met with a bunch of MLAs and MPs, that sort of thing.

[Report is distributed]

Brock: How's the new government settling in?

Dave: Well...it's there. It's really too early to tell. The new minister [Doug Horner] seems interested in the portfolio, which is nice. He was really engaging when we met with him, and he seems willing to challenge the status quo. He thinks the institutions are a little off-course...but he's still learning. I don't think he knows where he's going to take it. We'll see how it goes. The Legislature session, the Speech from the Throne, is on March 7th. Watch what the new government does – keep an eye on what they're doing. The budget should be coming down April 19th – they actually set a date, which they never usually do.

Brock: What happens to legislation that we pass through a first reading, but can't get through a second reading?

Chris: It dies if we don't finish it in our session.

[A draft policy and background information is circulated.]

Dave: The second thing, the item on affordable housing. This is the briefing that we gave to the Alberta Affordable Housing Task Force – it gives background on challenges that students uniquely face around the University area. One of the key pitches is, because students are an identifiable constituency, we could alleviate student housing concerns, and reduce the pressure on the surrounding housing market. It's an easy solution, and a very unique situation compared to the stuff they heard. We seemed to be warmly received. They will be releasing those recommendations end of March/early April, so I'll keep you informed.

I've drafted an Affordable Housing Policy, kind of based on these recommendations, and I was hoping to bring it to Council next Tuesday. I wanted to hear your thoughts on it.

Bayan: What about housing that isn't close to the U of A, but easily accessible by the U of A? Like Claireview?

Dave: We included those in our data, because we have numbers of how many students are in each postal code. It's one of the most concentrated areas.

Brock: Are we looking at specific areas or anything like that? It would be easier and cheaper further away from campus, especially given the likelihood of a U-Pass.

Dave: Well, that's what we've talked about, especially with the South Campus expansion.

Michael: We should look at building towers and high-rises. After a point, it gets so the only place you can put people is...on top of other people.

Dave: Well, this policy is advocating to get the money in the first place. It might be more of a UPC, on-campus policy to decide what to do with it. But getting the money is half the battle.

Brock: Well, the other half is looking at the viability of how to do it, and where to do it. If we look at that first, and present something that is good, then there's a better chance of getting the money.

Dave: Yeah – I think the sky is the limit with the LRT expansion, and the possibility of the U Pass. It wouldn't surprise me if there were new towers on south campus.

Brock: If the University doesn't do that, build new towers, do you think you could work out an agreement with the city – student-owned, student-run housing in the south side?

Dave: I'm not sure of the logistics of that. What I'm getting at with these policies is that the Government should be providing the money to support the Universities. One example is dealing with the deferred maintenance issue, as well as providing new capital money for . Then there's the property tax issue – Alberta is the only province that allows the municipalities to tax student residences. One of the things we're asking for is that the provincial governments close the loophole or subsidize the taxes.

Bayan: Who's paying that right now? The students?

Dave: Right now, it's the University paying the \$900k for the whole thing, but that puts pressure back on the students.

Brock: That's a sizeable chunk per student.

Dave: Yeah – well, what do you think of the policy? It would have to go to Council, and then come back to us. I've but a bunch of preambles at the top – we don't have to deal with them now, but it gives you an idea.

Bayan: Point #2 – that means that they'll give us money to deal with the deferred maintenance?

Dave: Yeah.

Bayan: Why does it say one-time?

Dave: Well, this gives us a clean slate, basically.

Michael: Yeah, and then we can have policy saying that it shouldn't get that bad again.

Bayan: Maybe we should include that in the policy.

Michael: Well, that's almost a different policy, then.

Dave: Yes, I will talk with Amanda or Omer about including that in a UPC policy.

[EPC then begins to work on the specific wording of the policy.]

[Some changes are noted and made.]

[Then everyone has to run to the candidates meeting.]

Cournoyer/Hussein move to recommend the Affordable Housing Policy to Students' Council.

Carried (5/0).

Summary of Proceedings

2006-12

Bylaw Committee

Tuesday February 27, 2007

1. CALL TO ORDER
The meeting was called to order by BUGLER at 5:40 pm.
2. APPROVAL OF AGENDA
NEARINGBURG/BUGLER moved that the Agenda be approved.

Motion to add items 5 (a) and (b) to New Business 3/0/0 CARRIED
3. APPROVAL OF MINUTES 3/0/0 CARRIED
4. OLD BUSINESS
 - a. Bill 10A – Audit Committee Mandate
 - i. Change July 31 to August 31 of each year and points to 16 (2) (f) from Bylaw 6000.
 - ii. Amend Bylaw 6000, Section 2 (3) to “four (4) weeks of compliance, whichever is later”.
 - iii. In Bylaw 100, Section 16 (2) (6) strike out on or before July 31 of each year.

TIEMAN/BUGLER moved that Bylaw Committee recommend to Students’ Council the second reading of Bill 10 A. 3/0/0 CARRIED
 - b. Tabled due to Amanda’s absence.
5. NEW BUSINESS
 - a. BUGLER/NEARINGBURG moved that Bylaw Committee recommend to Students’ Council the removal of Councillor Mathewson from the Committee and that Students’ Council appoint a new member to the Committee. 3/0/0 CARRIED
6. NEXT MEETING
TBA
7. ADJOURNMENT
BUGLER/TIEMAN moved to adjourn at 6:44 pm 3/0/0 CARRIED

Bylaw 100

17 (2) The Audit Committee

- (a) ~~has authority to select the Students' Union auditor;~~
shall review any DFU or Faculty Association for compliance with any funding agreements and contracts held with the SU;
- (b) ~~shall select the Students' union auditor annually;~~
shall investigate breaches of contract made by the Students' Union;
- (c) ~~Shall oversee the Students' Union external audit;~~
shall monitor the use of all Faculty Association Membership Fees and Faculty Membership;
- (d) ~~shall review the Students' Union's audited financial statements in advance of their presentation to Students' Council;~~
shall monitor the use of funds allocated by the Students' Union to the AUFSJ;
- (e) ~~shall review all alterations made to the Students' Union's budget for the purposes of verifying compliance with Students' Union legislation;~~
shall monitor the Grant Allocation Committee's allocation of the Campus Recreation Enhancement Fund, the Eugene L. Brody Fund, the Golden Bear and Panda Legacy Fund and the Refugee Student Fund;
- (f) ~~shall each month review, for appropriateness and compliance with the Students' Union's budget, the transactions of at least two Students' Union organizational units;~~
shall review the proposed uses and make a decision on the disbursement of the CJSR-FM88 Fund, the Student Legal Services of Edmonton Fund, the Alberta Public Interest Research Group Fund and the Gateway Student Journalism Fund;
- (g) ~~shall review all expenditures made on Students' Union credit cards;~~
has the authority to approve disbursement of the CJSR-FM88 Fund, the Alberta Public Interest Research Group Fund and the Gateway Student Journalism Fund;
- (h) ~~shall investigate any inappropriate transactions or significant variances against the Students' Union's budget;~~
shall annually select the Students' Union auditor
- (i) ~~has the authority to require to appear before it, in a reasonable period of time, any Students' Union employee;~~
shall oversee the Students' Union external audit and include it with the Committee's report on the audit to Council;
- (j) ~~Shall review the proposed uses and make a decision on the disbursement of the CJSR-FM88 Fund, the Student Legal Services of Edmonton Fund, the Alberta Public Interest Research Group Fund and the Gateway Student Journalism Fund;~~
shall review the Students' Union's audited financial statements in advance of their presentation to Students' Council;
- (k) ~~has the authority to approve disbursement of the CJSR-FM88 Fund, the Alberta Public Interest Research Group Fund and the Gateway Student Journalism Fund;~~
shall review all alterations made to the Students' Union's budget for the purposes of verifying compliance with Students' Union legislation;
- (l) ~~shall monitor the Grant Allocation Committee's allocation of the Campus Recreation Enhancement Fund, the Eugene L. Brody Fund, the Golden Bear and Panda Legacy Fund and the Refugee Student Fund;~~

Shall review for appropriateness and compliance with the Students' Union's budget, the transactions of the Students' Union organizational units;

~~(m) shall monitor the use of all Faculty Association Membership Fees and Faculty Membership;~~

shall review all expenditures made on Students' Union credit cards;

(n) shall investigate any inappropriate transactions or significant variances against the Students' Union's budget;

(o) has the authority to require to appear before it, in a reasonable period of time, any Students' Union employee and/or member of the Executive;

UPDATES

It's been a busy and successful couple weeks advocating for students on issues ranging from affordable housing to student finance reform and rural affordability and access!

CAMPUS CAMPAIGNS: Our Postcard Campaign is moving along smoothly! Our Valentine's Day Postcard Blitz of Love was a resounding success as we collected over 300 signed postcards from students across campus in less than 2 hours.



We will be holding a **St. Patrick's Day** themed postcard blitz on **March 16**, so wear green, show up, and spread the luck of the Irish through the SU Postcard campaign!

If want to volunteer to be part of SU campus campaigns – let me know!

AFFORDABLE HOUSING: On **February 21**, Janelle Morin from the RHA and I presented at the public hearings held by the **Government of Alberta's Affordable Housing Task Force**.

Our recommendations included removing the ability of municipalities to charge property taxes on residences, that the provincial government provide capital funds to address deferred maintenance in residences, and that the provincial government invest in funding more affordable student housing. Our presentation was well received by the committee members. I've included our submission in this week's Council Agenda package.

STUDENT FINANCE: On **February 15**, I was as part of a joint **CAUS/ACTISEC** presentation to the **Student Finance Board**. During our presentation we advocated that the provincial government implement portions of the Affordability Framework including increasing living allowances, reducing interest rates on loans, and the creation of more non-repayable grants in the place of student loans.

Student debt is a real problem, as it directly contributes to turning off many Albertans to getting an education. The research coming out now from the **Canadian Millennium Scholarship Foundation** points a direct link between how much an individual goes into debt and their persistence in finishing their program – in short, the more in debt you are the less likely you are to finishing your degree.

On **February 28**, the Alberta Government announced some **minor positive changes to the Student Finance system** which will effect a small minority of students to the Student Finance system including:

- Medical residents will no longer be required to pay interest or make payments on their student loans while they are completing medical residency training.
- Students who take a break from full-time studies to have, or to care for, a baby or new addition to the household will not have to pay interest or make payments on their student loans for up to 12 months.
- Part-time students may now receive \$600 worth of provincial bursaries per semester - an increase from \$300 per semester - without affecting their student loans.
- Students with disabilities will no longer be limited to a \$1,000 grant per semester. The \$3,000 grant limit per loan year can be accessed for eligible costs without semester restrictions.

We received media hits on this story from the **Edmonton Sun, Calgary Sun, and Calgary Herald**. We are hoping to see more substantial changes in the **April 2007 budget**.

EXTERNAL OUTREACH: Sam, Advocacy Director Don Iveson, and I traveled to **Lloydminster** on **February 22** to meet with the **Lloydminster Learning Council, the Lloydminster Chamber of Commerce**, and members of the **Llyodminster and Border City Rotary Club** (at a John Deer dealership).

Affordability and access to PSE remain the key issues we continue to hear about from Albertans during our travels across the province.

We also tempted fate and made a 2 minute run in to the peripheries of our great eastern neighbour, **Saskatchewan**. It was epic.

PROVINCIAL GOVERNMENT: The **Alberta Legislature** reconvenes for the Spring Session on **March 7** with the **Speech from the Throne**. **CAUS** will be holding **lobby conference** meetings with MLA's from **March 19 to 22**.

Upcoming of Interest:

- | | |
|------------------------|--|
| February 26 | - External Policy Committee |
| February 28 | - U-Pass Administration Meeting |
| March 5 | - Senate Nominating Committee |
| March 7 | - Speech from the Throne |
| | - Spring Session of the Legislature begins |
| March 7 & 8 | - SU Election Days |
| March 9 | - Lunch with Sandra Conn, U of A VP (External Relations) |
| March 14 | - Meeting with President Samersekera |
| March 15 | - U-Pass Administration Meeting |
| March 17 | - Public Interest Alberta Democracy Forum |
| March 19-22 | - CAUS Lobby Conference |
| April 19 | - Provincial Budget |

Please don't hesitate to contact me if you have any questions, concerns, or ideas. Let me know in person (2-900 SUB), by phone -492.4236, or by email vp.external@su.ualberta.ca.

President's Report March 6th

Please read the ECOS report.

Ethical Purchasing Policy and Environmental Lobbying – There has been much debate around the ethical purchasing policy recently, but the bottom line is that we don't follow our own policy. There are several reasons for this, which I have outlined in a report to the executive committee. I will be setting up meetings with staff to improve the implementation of the EPP based on the research and recommendations I've made.

With regards to environmental lobbying with the recommended changes to the ECOS department compiled we can look to how the advocacy department handles environmental lobbying and how students' council would like to develop policy on environmental issues.

PIA – The PSE report will be released on March 19th. We've worked closely with PIA to create a document reflecting PSE needs in the entire system. The document comes out of a conference which occurred last year and was open to the public. A complete campaign will be launched in September 2007.

PIA is also holding forums on democracy in Alberta. They're very informative, if you're interested in volunteering or attending please let me know.

CAUS Lobby conference – Pretty straight forward. When the Legislature begins the spring setting CAUS meets with as many MLAs as will meet with us and we discuss lobbying priorities. This year those include the re-legislation of tuition, the tuition rollback to \$3,000 and funding for a quality undergraduate education (ie, paying for deferred maintenance, building proper residences and actually paying for more professors).

Speech From the Throne – Dave and I will be in attendance in case anything PSE related happens.

The University is and Provincial Regulations – Provincial regulations state that the University must submit a letter to Students' Council outlining their planned tuition increases for the next four years. We're still expecting that letter.

Board Finance and Property Committee – approved the University Plan, University budget and capital plan. They're going to the main Board on March 23rd.

Lloydminster Rural Tour: Dave, Don and myself traveled to Lloydminster to lobby for PSE issues. We met with the Rotary club and Chamber of Commerce, as well as an adult learning group. Our ideas were well received and we hope to follow up on the connections.

Off-campus fees – We're in the midst of re-evaluating what the off campus fee level should be set at and renegotiating the off campus fees charged to Medicine Hat Students' Association, Grande Prairie Regional College SA, and Red Deer SA.

Upcoming Meetings:

U-Pass – Contract negotiations – March 9th
Academic Planning Committee – March 14th
Meeting with President Samarasekera – March 14th
Professor of the Week Awards Celebration – March 15th
If the Irish can do it why can't we? – March 16th
PIA Democracy forum – March 17th
CAUS Lobby Conference – March 19th – 23rd
Board of Governors meeting – March 23rd

Tuition

Mr Kirvan's amendment to the motion Vice-President Henry and I have put forward has compelled me to respond. I'm attaching a portion of a speech I gave this past fall.

The Alberta Conservative government has attempted to remove the tuition policy from legislation several times in the past. We've always managed to stop it before, but it was done over two days in the summer when our students are off campus and hard to reach.

We held a great joint conference with Public Interest Alberta, Alberta Colleges and Technical Institutes, and the Council of Alberta University Students in the legislature. Thanks to our joint actions, the bill didn't pass unnoticed.

Bill 40 is just one of nails in the coffin of affordable education in this province.

What we have seen in post-secondary education is the slow, methodical withdrawal of public funding, resulting in drastic increases in the user fees Albertans pay to enter an education system that they use to further the position of Alberta.

I'm often asked the question why we focus on tuition, aren't there better ways to support students through their learning?

Tuition is the one cost the provincial government has direct control over. And it is the one cost all students share.

If that \$6,000 at the beginning of every year was one day freed up to pay for outside education costs like textbooks, to pay for rent and food, our time through the year would suddenly be a lot less of a struggle.

Tuition is regulated by the provincial government: it has the direct ability to set tuition at whatever level it decides.

If the provincial government wanted to tomorrow make education affordable to all and create say, “The most affordable tuition in Canada” they could do it.

And lets think back to 2005 when Ralph Klein uttered those words.

The most affordable tuition in Canada.

With this promise I’ll admit, I had one of those naïve flashes of hope that something might happen.

625 days later, and yes, we are counting, I know students are no better position than when the promise was made. In fact we’ll be holding a funeral for the death of the tuition promise in the next few weeks. The new tuition policy the government will put forward is to increase fees by CPI, Had this been the policy for the past fifteen years our tuition would only be 2,030 dollars. **Too little, too late.**

The new policy does not change the fact that 6,000 dollars is an unacceptable level to be paying for an education.

Resulting in an average of over 20,000 worth of debt, students struggle through their years as a student, and their first years as a graduate. Tuition fees are a creation of this government’s policies, and they can be removed by this government’s actions.

We are paying the same level of tuition, we are facing the same barriers entering school, and I know there are many Albertans who are not students because of it.

Students are paying more and receiving less.

Due to funding cutbacks the operating budgets of universities are not prepared today to handle the number of students we have coming to our classrooms.

But universities have done a fantastic job of creating a veneer to hide behind.

Universities were given the leeway to charge students almost three times what they were charged fifteen years ago. Students now pay close to \$6,000 per year, and in professional programs like law they pay over \$10,000, medical students pay nearly \$20,000.

And yet their quality of education has drastically declined.

The student to faculty ratio twenty years ago was 13 students to one professor, today it is 23 students to one professor. I sit in four hundred level seminars with forty other students, and I have first year students sitting in 400 person classrooms.

The reality is that universities have infrastructure deficits of over \$600 million per institution. Classroom sizes have drastically increased, and universities, colleges and technical institutes become harder and harder to

enter not only because of higher tuition, but because the grades required to enter an institution of your choice are far beyond even what I faced five years ago to enter the university.

This does not sound like an institution serving the public good. My professor asked in my seminar the other day how many students had part-time jobs, everyone in class put their hand up. We have forgotten that getting an education and dedicating your time to your studies is a full time job in itself.

A previous Vice-President Academic of the university, was greatly dismayed when he returned to teaching and found that he had to cut back on the number of readings he was assigning to students because they couldn't handle the academic workload anymore due to their jobs.

When university administrations tell me that high tuition actually equals high quality, I can't imagine where they've received this skewed vision.

The driving force behind education is no longer the public good. Just after World War Two the federal government drastically increased its support of post secondary education. It led to an increase in social mobility, public discourse and social standards.

Today the Alberta government views post secondary education only as a benefit to the consumer.

As if for some reason we enter this system for our own gain.

This government has failed to recognize the value post secondary education gives back to this province as educated individuals enter the work force and diversify and move our society forward.

The cutbacks have redefined the mandate of this university, pulling it away from the public it is meant to serve. This university has become inaccessible to many and a struggle to get through for those who take the chance to come here.

I don't merely want to talk about what this province has done wrong though. I don't merely want to talk about the missed opportunities in the post-secondary review conducted last year and in the budget surpluses we've seen over the past few years. I want to talk about what this province can do to help students. I want to offer solutions about what we can do to help education.

We have the ability to define the best post secondary education system in this country. In order to make this university accessible to all, the user fees in the form of tuition must be reduced to a level comparable to a student's ability to earn an income.

This province can redefine how it assists students through the post secondary system.

Student financial aid can be changed to non-repayable assistance and made flexible to fit the diversity of the learner instead of tied to how much your parent or spouse is expected to contribute.

This province can put the necessary funding back into public education to make our quality of education the best undergraduate experience in the country.

In 1980 grants to universities were close to \$16,000 per student, today they are under \$13,000. This province has the ability to restore that funding.

This province must ensure that a post secondary education is accessible to all Albertans, to ensure our province has the educated workforce and tax base it needs to further it's goals as a society.

We're asking this not only on behalf of students, but on behalf of this province.

Students have lived through drastic tuition fee increases, professors deal with large classrooms and heavy research projects.

And yet students are still some of the most active and progressive individuals. It's why I have such a hard time with the idea that students enter their education only for themselves.

This past week alone I attended two events bringing attention to World Poverty Day. On Tuesday night our Students' Council approved support of our Universal Transit Pass. I have groups emailing me concerned about the Universities ethical practices and environmental impacts. We're one of the few universities to have a functioning women's center, and one of fewer to have an environmental sustainability office. I know of three student groups looking to get rid of Coca-cola from our campus. These are all student initiatives.

Students are working to change this society. Activism on campus may not be what it once was, but it has not disappeared, students are just as concerned about what this world is becoming, and many of them are acting to change it. Imagine what we could do if the government and our university actually supported us.

This is the issue that truly concerns me.

This Conservative government has done an excellent job of changing the language around post secondary education and redefining the mandate of universities.

In 1908 the first act of this province created a University whose purpose was defined by its first president Henry Marshall Tory. Tory said this university was for the uplifting of the whole people.

“The people demand that knowledge shall not be the concern of scholars alone. The uplifting of the whole people shall be its final goal.”

Almost a century ago this university conceived of itself as a public mechanism of social mobility and knowledge dissemination not for the elite, but for all Albertans.

The departure from this grand, public vision of the university began with massive cuts in the early 1990s, leaving universities to find additional revenue wherever possible under the ‘entrepreneurial’ banner.

Some of that revenue has come from the corporate world, to the point where many students will take a class in a Syncrude- or EnCana-branded lecture hall. Some might wonder what the fuss is about, but imagine a child walking into the Pop-Tarts classroom at a public elementary school.

Universities, especially the U of A, have since devoted more energy and focus to the research sector because this was the one area where money has been easier to come by in the last seven years.

However, as faculty are expected to devote more energy to building this ‘world class’ research university, they are spending less time interacting and engaging with undergraduate students.

This research-driven reality is in stark contrast to Henry Marshall Tory’s vision of the U of A. What Tory’s vision suggests is that a university’s function is not only to create new knowledge (research), but that it is also just as important for a university to pass on that knowledge to the people (teaching).

This attitude combined with the downloading of costs onto the individual has led to an increasing privatization of education.

People forget universities were once the institutions of social change.

The education we gain at a university is not for ourselves, not for our benefit but so we can use what we learn to create a more equal world.

Education must once again serve the public good.

Chris Cunningham, Vice President – Operations & Finance
Report to Students' Council
March 6, 2007

Good evening Council,

Budget Season

BFC has finally submitted their Budget Principals. Take the time to read over them carefully paying particular attention to section 9. It's important that you feel comfortable with these principals because this will be what next year's budget will be based on.

APIRG opt out

I have asked APIRG to submit a written statement highlighting all of the security measure that are currently in place to prevent student ID's from becoming available to those who don't immediately require it. APIRG has also agreed to address the concern, that to some, physically having to walk into the APIRG office to opt out might be intimidating. At this point I don't feel it warrants a complete overall of the opt out procedure, but I will keep you posted on any new developments.

ECOS Business Plan

Background

- ECOS Staff
- How ECOS was founded
- 2 mission statements
- Past programming
- Need for Evaluation

5 year Plan

- Objectives of Task Force
- New Mission Statement
- New priorities
- ECOS as a political entity
- Current Projects
- Criteria for new projects
- Future Goals (big picture)
- Objectives
- Anticipated Outcomes
- Measurement of success
- Year-by-year programming initiatives
- Recruitment Strategies
- Retention Strategies
- Immediate concerns which need to be sorted out
- Stakeholder involvement
- Risk Assessment of Status Quo
- Cost/Benefit Analysis

ECOS Staff

Year	Director	Associate Director	Garden Coordinator
2002-2003	Geneva Rae	Dwayne Wolgumuth	
2003-2004	Geneva Rae	Leila Darwish	Dwayne Wolgumuth
2004-2005	Alison Lennie	Meagan Johnson	Tara Irwin
2005-2006	Preshani Maistry	Meagan Johnson/Carrie Nugent	Franny Rawlyk
2006-2007	Preshani Maistry	Annalisa Dockman	Travis Kennedy

How ECOS was founded

(part of the following is from Geneva Rae's Report to Students' Council February 2003)

Green Campus/ECOS began in the spring of 2002, with a high profile conference led by renowned consumer and environmental advocate Ralph Nader. The conference was a huge success that dramatically heightened student and community awareness of the importance of environmental responsibility by exploring the alternative approaches to sustainable development through lectures, workshops, debates and entertainment. ECOS was by no means the first student led environmental group. The Environmental Campus Organization was established in 1988 as a Student Group with a mandate to promote awareness of environmental issues. ECOS is attempting to further their efforts on campus, which have ceased, with a more defined profile within the Students' Union and institutionalize our initiatives within university administration. The niche on our campus is being established and there has been a positive response from students, various faculty members and staff on campus.

ECOS is providing a vital service for the University of Alberta campus and for members of our surrounding community. A sustainability office such as this is an integral service on every campus due to the changing nature of our environmental and political climate in Canada. Signing the Kyoto agreement is an initial step for policy makers to reduce our destructive environmental practices. Learning institutions will be required to educate and train the leaders of tomorrow for ecological stewardship. The Environmental Coordination Office of Students supports an effort to work cooperatively with University Administration, staff and faculty to work towards establishing positive goals to fulfill this directive.

At our local level we have the opportunity to make significant contributions to seemingly distant environmental ailments such as global warming, pollution, and decimation of global biological diversity. Students, faculty, and staff of the UofA can work cooperatively to implement changes in our procurement policies, resource stewardship, and curriculum in ways that benefit all members of our campus community and establish ourselves as trendsetters and innovators in campus sustainability.

The facets of sustainability encompass a diverse range of ecological, economic and social aspects of our community. It is not a goal, but a process of change to enhance our environment, improve the quality of our social communities, and ensure economic security for the future. Working towards the integrity of all aspects of these factors ensures prosperity for the University of Alberta and for the Students' Union, the initiator of this service.

ECOS acts as a hub from which to launch an enhanced Campus-wide commitment to environmental awareness and responsibility, and to promote sustainability as a personal value in new generations of lives' future leadership--and in the broader Edmonton community. It facilitates coordination of environmental initiatives on our campus, implements awareness programs and events, and operates as an outreach and information centre for the broader Edmonton and Alberta communities. Our goal is to increase environmental awareness and leadership, educate and involve the community, and strengthen the environmental network of UofA staff, students, and faculty.

Mission Statements

Over the past 3 years, ECOS operated with two different mandates. These are:

1) Mission Statement

Our mission is to promote sustainability on campus and in the lives of all members of the University of Alberta community. We will implement measures to increase our resource efficiency, limit our impact on the biosphere, and increase awareness of environmental, social and economic issues affecting our local and global communities. As humans, we need to consciously seek out a balanced harmonious relationship with nature, and with each other.

- Direct action to decrease resource and energy consumption.
- Establish a resource centre for students.
- Implement cost effective initiatives and programs to reduce operational costs for the University.
- Empower students through stewardship and learning opportunities to prepare them for the challenges facing our local and global communities.

- Research, lobby, and institute environmentally and socially responsible purchasing policies and investment practices.
- Promote increased stakeholder participation in University policy development to ensure foresight for future generations.
- Create an atmosphere of open communication through seminars, workshops and meetings on campus to facilitate interdisciplinary discussion amongst faculty and students alike.
- Promote ecological literacy and pertinent sustainability issues.

Our commitment to Campus Sustainability is driven by the desire to acknowledge the limitations of the natural system due to our compromising behavior and attitudes. The natural world does not belong to us; we belong to it. Our process for Campus Sustainability will be both an action-based and policy driven process with participation from students, faculty and staff of the University of Alberta. We will look at the environmental, social and economic impact of our consumption of resources. It is our hope that sustainability will be institutionalized within our school mandate and fostered as a vision for all members of the University community.

2) The Mission Statement of ECOS is as follows:

The University of Alberta Students' Union Environmental Coordination Office of Students strives to increase student environmental awareness and leadership, educate and involve the community, and strengthen the environmental network of U of A students, faculty, and administration. ECOS facilitates individual, group, and class-related projects aimed at reducing the environmental impact of the University of Alberta

Past Programming: September 2002 - September 2005

Terra Informa– Utilizing an alternative media source (CJSR) to educate the campus and surrounding community about local and global ecological and social issues rarely covered by mainstream media. **Terra Informa** provides volunteers with radio technology and media experience, in addition to learning effective leadership and communication techniques.

Reclaim the Commons' Naturalization Project – Urban landscapes are devoid of indigenous species and lack a 'sense of place' for community members. In an effort to enhance the campus environment for ecological, economic and social motivations, ECOS has partnered with the Child Study Centre, Landscape & Building Services, and the some of occupants of the Education Building to 'naturalize' the Education Building park (East of Ed North). We are currently working on a three year vision for the project with potential to expand to Ring House #3 and Garneau School. We have developed a display on the 2nd floor of Education North to further promote the project.

Greening the Ivory Towers Project – A Sustainability Assessment of the University of Alberta. We have begun advocacy work with the UofA Senate to promote the need for a

comprehensive assessment of university practices, policies, curriculum and operations in order to meet regulatory guidelines, decrease operational costs, and increase awareness of related issues on campus. Dr. Louis Francescutti was successful in convincing the Senate to conduct a report on the Health and Wellness of the University and has encouraged ECOS to do the same. We are making connections with the proper individuals to approach and preparing a proposal for the working group committee of the Senate. We also prepared an Information package for Chancellor Ferguson – used SU folder, Terra Informa radio show on topic of campus sustainability, and website ????

Year of the Bike – Bicycles can be common ground for University of Alberta community members. Whether for recreation or commuting, cycling offers a healthy, inexpensive, sustainable method of getting to the UofA. Campus partners from both the Students' Union and University Student Services have developed an initiative designed to inform and educate people about the multiple benefits of cycling. We hope to operate a community bike program (i.e. Free Bikes) and a Campus Bike Centre.

The Campus Garden – The cooperative Campus Garden was established in the Garneau area of the University of Alberta during the spring of this year, and is located on the north side of 89th Avenue between 110th and 111th street. The Garden was initiated by a new Students' Union service, the Environmental Coordination Office of Students (ECOS), and is 144 square meters in size. The major fund sources the Garden during this year were the Student Extracurricular Activity Grant (SEA) offered by the Dean of Students, and the Alberta Public Interest Research Group (APIRG). The Garden was established with the following mandate:

- To produce food on campus, without the use of pesticides, chemicals, genetically modified plants, or treated city water
- To promote awareness of organic farming, food production, and the ECOS office
- To provide organic, fresh, and healthy food for students through the Campus Food Bank, a market garden, or another similar program
- To create nature-connected recreational opportunities for students
- To promote the cultivation of local, hardy, and easily managed vegetables

Waste Audit – Waste management is an important component of the campus environment, which has economic, social and ecological implications for the Students' Union and the University as well. ECOS volunteers are currently planning a waste audit of SUB. Conducted near SUB Stage for high visibility, this is a process whereby refuse is sorted and categorised into recyclables, organics, reusables, and non-biodegradables then quantified by weight. Once audited, the sorted waste and compiled data are displayed in public to promote awareness. Analysis of the waste created from our current operations allows examination of alternatives that have potential for ecological and economic benefits.

- ∞ Cancelled due to lack of time and volunteer involvement for this year. Will be offered as a recommendation for the new staff of ECOS 2004-2005

Guide for Learning and Living Sustainably – The handbook is designed to provide current and prospective students of the University of Alberta with information about environmental programs, courses, events and organisations on campus and in the city of Edmonton. It is also meant to enhance basic environmental knowledge and provide resources for individuals to reduce their ecological footprints.

- ∞ Will be distributed through faculties, faculty associations, related groups, ERSC and ECOS Resource Centres, and available on line on both the ECOS and ERSC websites.

Working Groups

A resource rich province such as Alberta requires foresight for energy and water conservation. Green Campus volunteers decided to focus on this issue as University campus conduct highly consumptive practices, from an operational and individual perspective. Their vision is a university community that uses valuable energy and water resources both efficiently and wisely, ultimately providing an example of sustainability to the larger community of which we are a part. The mandate of the Energy and Water working group is to increase awareness of current consumption patterns of energy and water use, and their impacts on the environment, provide information on how to better use these resources, advocate alternative practices and technologies to use less energy and water in more efficient ways, and monitor campus energy and water use patterns, hopefully seeing a shift towards greater sustainability. The goal is to use knowledge to empower individuals to act in a more ecologically sustainable manner. One of the current projects of the Energy and Water Working group is the 'Lights Out' campaign.

Hit the Switch - The University is developing a long range energy management plan that could see expenditures of \$3.5 million/year with the goals of reducing costs, reducing CO₂ and environmental pollutants, addressing Kyoto Protocol targets, and providing a more comfortable physical environment for staff, students and visitors. In the addition, the Energy Management Division of the Facilities Maintenance approached ECOS with hopes to encourage all members of the campus community to do reduce their energy consumption. Thus "Hit the Switch and Save." The goal is simple: increase energy awareness and encourage people to switch off lights and computers when it is appropriate. ECOS Volunteers will be visiting classrooms, offices, and other spaces on campus to place a "Hit the Switch and Save" sticker on light switches and office equipment in an effort to offer a visual reminder to save energy, for the 'bottom line' and for the Earth.

- ∞ Advertised on both the Facilities Management and ECOS' website – stickers, advertising material and incentive party for volunteers paid for by FM.

Peregrine Project – The cumulative effect of our industrial development in oil, gas, mining and forestry, intensive agricultural practices using harmful toxic chemical additives, and sprawling urban development has put many species at risk, including the Peregrine Falcon. The world's fastest bird of prey has almost succumbed to persistent

pollutants but they are on the recovery and we have the unique opportunity to witness their return here on the University of Alberta Campus. Facilities Management has been contracted to begin wiring the Clinical Sciences building for a web cam we had donated to our project. We have been granted \$2000 from APIRG for this project which will be launched Summer 2004.

- ∞ Website, posters, brochures (all content developed by the Student Wildlife Society and the Environmental Conservation Students Association. ECOS will contribute the webpage and maintain budgetary concerns – all financial decisions, including design work, is decided via consensus with all core committee members (SWS, ENCS, ECOS).

Theme Weeks

Waste/ Energy Reduction Week: Oct. 10-14, 2005 Waste management is an important component of the campus environment, which has economic, social and ecological implications for the Students' Union and the University as well. Waste week which included a waste audit of SUB (one in 2004 and one in 2005) and in addition to other events, was designed to raise awareness about waste issues and possible solutions to those issues.

Free Store (Buy Nothing Week in HUB, SUB, CAB): Nov. 21-25. A week long free store in three different locations leading up to Buy Nothing Day. The idea behind the free store is to raise awareness regarding our consumption habits and provide an alternative.

Alternative Christmas: Nov. 28-Dec. 2, 2005 Follows immediately after Buy Nothing Week. The goal is to raise awareness of spending habits during a specific time of year and provide an alternative.

Food Week: Mar. 6-10 Food Week aims to increase awareness about genetically modified foods, pesticides and their environmental impacts.

Resource Centre

A Resource Centre for ECOS will enhance the capacity for the success of initiatives undertaken by volunteers acting in Working Groups, and also increase the profile of our fledgling student service among faculty departments, students, and the administration. This is a project that will benefit undergraduate education and directly improve student opportunities to learn.

By developing a Resource Centre we hope to provide various forms of media discussing topics of ecological and social sustainability for the campus community that would not be provided by our library system otherwise. The Resource Centre will provide a meeting space for volunteers to conduct research and work on their ongoing projects, and also

provide a space to gain ecological literacy, whether for necessary educational research or personal interest.

There is great potential for this project in its early stages of development. The E.C.O.S. budget allows for an allotment for publications and printed materials that exceeds the capacity of the now rapidly expanding office and many student volunteers have expressed an interest in assisting this proposal come to fruition. The office space adjacent to ECOS is currently underused and would provide an excellent space. Conversations with the current occupant, Drew McQuarrie (Webmaster) have included his approval to possess this space (0-30R).

To assure a cohesive nature for our volunteers and maintain the established relationship with Working group members, the close proximity of a work/meet space will be essential and of little consequence to budget concerns. With ecological, social and economic efficiency as an essential component of ECOS, we will strive to ensure all resources are purchased locally, with minimal packaging, to support our local businesses, and ensure to maximize our resources.

Listserve

An important component of ECOS is the dissemination of ecological literacy among the campus community. Our desire is to provide accurate information and a diverse perspective on issues of sustainability. Through our various outreach programs and information sessions we hope to empower individuals to collaborate with our organization and make positive lifestyle changes that reduces our overall impact on the local and global environment.

The Green Campus list serve was created to connect ECOS volunteers, share environmental news and activities on campus, and provide a forum for providing suggestions and project ideas to further 'green' the campus. We now have over 200 members as part of this educational and informational medium. The growing list serve provides a direct measure of the number of students, faculty and staff on and off campus that are involved with the ECOS office, support it initiatives, and those individuals who are willing to volunteer for activities.

Need for Evaluation—why we need to review ECOS

- We are a sustainability office, but the scope of our environmental programs leave little room for social sustainability work/projects.
- In our current position as a service, ECOS is unable to directly assist students or groups hoping to approach the university with concerns about campus

sustainability. At most, ECOS can forward contact information to interested parties.

- We are unsure how to react to off-campus campaigns. For instance, does ECOS participate in an Oil Sands activist training camp, and in what capacity?
- The purpose of ECOS, and ECOS' usefulness has been called into question on numerous occasions; most recently through a 2004 students' council motion determining whether ECOS should continue to exist.
- Lack of time: not everyone on campus (not even a small percentage) has the time to attend not just our events, but any events on campus. People are BUSY with school, work, hobbies, relationships etc. When we organize events and expect people to attend, we are competing with all of these interests. Ultimately, we need to seriously alter the way in which we garner people's attention, and the way we involve people in specific types of programming.
- Lack of interest: sustainability projects unfortunately tend to marginalize people because they do not have broad appeal. Select minorities within the campus community enjoy gardening, biking, or peregrine falcons, and even then, minimally. Our goal should be to make sustainability mainstream.
- Knowledge deficit about environmental and social issues from staff and volunteers. We are not hiring/ recruiting experts for the service (students are not the experts we would like to assume). While we are all here to learn, closing the knowledge deficit is a process, and takes time.
- Lack of knowledge means we are not able to adequately determine project outcomes (i.e. cannot predict what the naturalization project requires in 5 years)
- Certain projects require staff to interact with university personnel, when staff are not trained to (i.e. negotiating space for Bike Library on campus, negotiating outcome of naturalization project)
- Traditional pedagogy (the content of programs or the way we run programs (event and awareness based) is NOT producing results. This means, not many people are hearing our message, or taking anything away from ECOS.
- Summer projects dominate our programming (Bike Library, Peregrine, Community Garden, Naturalization), staff too involved in projects to plan adequately for school year.
- Specialized skills required for summer projects; difficult to find volunteers
- Time sensitive: start/duration of summer projects conflict with staff changeover in May

- Staff work over-time to ensure ECOS runs at a minimum, sometimes be fulfill tasks delegated to volunteers (as in planning theme weeks, fixing bikes, planting things ourselves)

5 Year Plan

Objectives of the Task Force

Since its creation in 2002, ECOS has strived to increase student environmental awareness and leadership, by involving the campus community in projects aimed at reducing the environmental impact of individuals and of the University of Alberta. Greening the campus is a task achieved through different directions. The purpose of the ECOS Development Task Force will be to examine the different means of introducing sustainability to the University of Alberta, for example by providing environmental services, by performing environmental advocacy, or by networking and assisting like-minded groups on and off campus, to name a few options. In outlining and assessing these and other courses of action, the task force will ultimately guide ECOS in conceiving its long-term strategy.

The task force was be comprised of the ECOS Director, the Senior Manager Student Services, the Vice-President Student Life, two councilors and three students at large, where the students at large may or may not have a background with ECOS, but must demonstrate an interest in environmental issues or an interest in learning about the issues. Task force meetings will occurred once every two weeks beginning in July 2006 and ending in December 2006. All members were provided with supplemental information on the topic of campus sustainability prior to the meetings.

2006 ECOS Task Force Members

Preshani Maistry (ECOS Director)
 Omer Yusuf (Vice-President Student Life)
 Norma Rodenburg (Senior Manager Student Services)
 Ben Nearingburg (SU Councilor)
 Brittney Bugler (SU Councilor)
 Travis Kennedy (Student at large, ECOS volunteer)
 Franny Rawlyk (Student at large, ECOS volunteer)
 Amber Medynski (Student at large, ECOS volunteer)
 Alex Hindle (Student at large, ECOS volunteer)

Overall recommendations by Task Force (based on notes from August 14th and September 25th)

- Energy and waste management (ex. Recycling, turning computers off around campus, lights, retrofits, etc)
- Sustainable Transportation
- Educational sessions
- Policy Development and Education
- Policy Enforcement/ Recommendation
- Provide resources to students and campus offices/employees
- Green Space
- Green Purchasing
- Green Roofs
- Ethical Buying
- Work closely with faculties to provide teaching tools for students
- Campus Sustainability Assessment Framework
- Carpool and Parking incentives
- More LEED buildings on campus
- Subsidies in Food Court

ECOS' New Priorities - Why is ECOS here, what does it do? (confirmed during December 4th task force meeting)

1) Campaigns

- Will be equated with a marketing campaign that is directed towards both students at large and specific sectors of the campus population. In general, we will not embark on another large campaign such as Buy Nothing Week or Year of the Bike. Although, one idea for a large campaign, would be to build campus coalition of partners.

2) Advocacy to Students

- We advocate to students through our projects. Regarding the form of advocacy, we attempt to raise awareness of issues of sustainability by educating people.

Not sure what else to include here....

3) Advocacy within Students' Union (defined as striving to make the SU a model of sustainability, or championing sustainability within SU)

- ECOS engages in a co-operative process with the organization. This would include all of the following:
 - Education and awareness seminars for SU employees

- Recommendations to Exec regarding changes Exec can make outside of operating policies
- Review, analysis, and recommendations of current and additional SU operating policies (i.e. ethical purchasing policy, ethical business partner policy, etc.)
- Assisting the Executive to generate support for sustainability throughout the organization

To further elaborate on this priority, I strongly believe the Students' Union needs to develop a comprehensive sustainability policy—a hybrid between a political and operating policy--which will unite all expressions of sustainability under a solid framework. It is fully within the scope of this process, of examining ECOS' mandate, to discuss a SU sustainability policy because of the implications of a sustainability policy on the policy recommendations ECOS would provide. Indeed, a sustainability policy would be the first recommendation to come from ECOS.

Justification for a sustainability policy:

- A formal sustainability policy demonstrates an organizational commitment to sustainability. Confirming the need for an ECOS office on one hand, and allowing the various operating policies (ethical business partner, energy efficiency, pesticide) to exist separate and independent of each other is a fragmented approach to sustainability. These two expressions (ECOS and operating policies) are simply that—expressions of sustainability, they are not substantive to the extent that they can substitute for a sustainability policy.
- This policy should be developed before ECOS analyses existing policies and recommends future policies so that ECOS has guidance on the policies it should suggest.
- ECOS cannot work through the challenges within existing sustainability related policies, without knowing the direction in which to take those policies. For instance, not every policy recommendation is going to be as simple as changing the brand of bottled water we purchase.
- Sustainability within the SU cannot be solely a bottom-up effort. A sustainability policy would endear all members and employees of the SU to the sustainability agenda.

A comprehensive sustainability policy could include the following:

- support for ECOS and it's mandate
- an outline of an Executive driven sustainability advocacy to the University
- a commitment to improving the sustainability of operations
- promoting responsible consumption to SU members

- a description of existing SU operating policies relating to sustainability
- guidance for future steps towards sustainability. This could be:
 - paper consumption
 - ethical business partners
 - ensuring all SU events are as sustainable as possible
 - striving for cost neutral practices or slightly above cost neutral practices which promote sustainability
 - waste minimization throughout the building i.e. Styrofoam containers and paper cups
 - engaging in energy reduction measures throughout the building
 - construction of an ECOS bike centre during next SUB renovation
 - recommending that all future SUB renovations are completed with some LEED principles in mind
 - recognition for employees who utilize sustainable transportation/carpool
 - ensuring SUB's recycling efforts either in accordance/go beyond the University's new waste management strategy (forthcoming)

4) Advocacy to University

- Is a political process, therefore needs to be driven by SU Exec. Two ways for Exec to advocate to university:
 - Incorporate sustainability advocacy within advocacy department, or
 - Increase the relationship between the SU advocacy department and one Exec member

The following are large, vague starting points for university advocacy

- The University's lack of a comprehensive sustainability assessment, and its lack of a sustainability policy (outside of brief references to sustainability in its Long Range Plan)
- Lobbying the University to sign the Tailloires Declaration
- The University's responsibility to mitigate its impact on climate change
- The University's energy policy, need for energy retrofits and sustainable energy purchases
- The University's responsibility to address deferred maintenance on buildings
- The University's responsibility to complete a green house gas inventory
- Waste management on campus
- Ethical partnerships/ sponsorships on campus need to be investigated: Coke, Aramark, Kimberly Clark, Shell
- Additional LEED buildings on campus
- Water policy on campus
- Sustainable Transportation on campus
- Further integrating sustainability into the curriculum

- Food consumption
- Health and Well-being

If Exec does not decide that advocacy is important and they should be working on it, by Dec. 1, Omer and I will draft a policy document which would be submitted to council, and which would mandate that the Exec should be working on environmental advocacy.

5) Large Scale Projects

ECOS will continue with large scale projects such as:

Bike Library
 Campus Community Garden,
 Green Residence Program
 Naturalization Project *
 Peregrine Project *

*In the near future, we will discuss possible ways of minimizing ECOS' role in these projects.

We also need to create a formal statement which ends ECOS' participation in the University's Hit the Switch campaign.

The following points are not within the mandate, but are nonetheless important

- Students who wish to advocate to the University, can come to ECOS for help with resources and information. Due to its structure within the SU, ECOS cannot endorse advocacy efforts which are not approved by the SU Executive.
- Continuous co-operation with diverse groups on campus
- Focus on increasing student involvement within the service

Prelude to New Mission Statement

Campus Sustainability, defined as the process of initiating environmental and social equity into policy and programming within a learning institution, is a desired course for students, faculty and staff of the UofA. **ECOS exists** to participate in the goal of long-term viability of our institution, and the health and habitability of our planet. Essentially, ECOS is here to contribute to making campus more sustainable. These contributions can be interpreted in various ways, but will be evident in the sections that follow. Campus can become more sustainable when

- i) institutional policies and practices demonstrate a commitment to sustainability

- ii) people who work, study or live on campus begin thinking about what it means to be sustainable, and when they begin supporting and practicing sustainability within their lives.

The mission statement below assists us to achieve our main goals which are the reason or the purpose of ECOS' existence.

New Mission Statement

ECOS, the SU Sustainability Office works towards involving students in our multi-lateral approach to campus sustainability.

- We **educate** and involve the campus community regarding the ecological, social, and economic aspects of sustainability.
- We **research** and **recommend** environmental and social policies to the Students' Union Executive, which strive to make the Students' Union a model of sustainability.
- We provide **resources** to the campus community which will network and assist community members to be leaders in sustainability.

ECOS, like the other services, is not apolitical. Indeed, both the words 'apolitical' and 'political' are loaded terms that carry with them obvious connotations. To be clear, EOCS is a political entity. However, there are many ways of defining what constitutes 'political', so we define ECOS as a political entity in the following ways:

- ECOS is supplying a need that is not currently offered by the university
- We provide a broad spectrum of information to people on our list serve, which includes environmental news and events, jobs, volunteer opportunities, conferences, campaigns, etc. While we do not endorse any of the non-ECOS information sent to the list serve, it is fully within our mandate and our responsibility as a resource provider to share all types of information related to sustainability with our members.

Information of the following nature will not be sent on the list serve:

- Ideas or events which cause harm to persons or property,
- Information which does not relate to our definition of sustainability

- Students who wish to advocate to the University, can come to ECOS for help with resources and information. Due to its structure within the SU, ECOS cannot endorse advocacy efforts which are not approved by the SU Executive. Nor is ECOS physically capable of taking on every issue we are approached with even if it is approved by the Executive.
- Continuous co-operation with diverse groups on campus and off campus. We cannot confine ECOS' involvement in sustainability entirely to campus. Off campus partnerships (i.e. the Sierra Youth Coalition) are integral in assisting ECOS in the work we do for students.
- Environmental and sustainability issues are inherently political. This does not mean that ECOS or its volunteers behave in directly political ways, for instance, by protesting a particular brand. When we say that these issues are inherently political, we mean that the issues are/will be contentious. They will be debate, dialogue and people who disagree about the importance of the issues.
- ECOS is not in the appropriate place within the SU to mandate a change in governance. Nonetheless, ECOS does have relationships with several university partners. Within these relationships, ECOS' objective is to provide tangible and intangible resources and to educate within our capacity. In dealing with the University and its affiliates, ECOS' approach is one of "you could" versus "you should", or "you must".

In the past few years, ECOS adopted or created several projects which could be broadly justified under the past mandates. Some of these projects pose inherent challenges, while other challenges arose when we evaluated the sheer number of projects we were taking on. Given ECOS' staff structure, its place within the SU, and its limited staff and financial resources, ECOS does not have the luxury of assuming projects which:

- i) fit broadly within different sustainability disciplines or ECOS' mandate
- ii) seem like a good idea
- iii) marginalize or limit student participation

Sustainability is a huge, all-encompassing concept. ECOS cannot afford to put resources into as many of the discourses within the sustainability abstract as we would like. For this reason, we have prioritized several sustainability issues (listed below) which we predict will have the most impact and which contribute towards achieving our purpose.

The following criteria act as a filter to ensure that ECOS staff and volunteers are working on the most appropriate projects. **ECOS will not adopt or participate in projects without evaluating the following criteria for each and every new project regardless of the scale of the project.**

A project is defined as a program, idea or cause which may or may not be a large undertaking, which requires human and or financial resources and which has either a fixed or indefinite timeline. ECOS has the potential to participate in two types of projects: I) ECOS driven projects in which ECOS staff and volunteers are the only parties involved, and II) multi-stakeholder project involving ECOS and one or more other parties.

All of the following **11 criteria** must be met, before taking on, starting or working on an ECOS driven project, idea or cause.

_____The project can be justified under ECOS' 2007 mission statement.

_____The project is on campus.

_____The project is directly relevant to the campus population—defined as students, staff, faculty--or an argument can be made for why the project needs to be relevant to the campus population.

_____The project does not cause harm to persons or property on, within, and outside of the University of Alberta.

_____The project does not violate fundamental political human rights or the University of Alberta's Code of Student Conduct.

_____A business plan demonstrating the feasibility of the project is presented to ECOS which clearly outlines the short and long-term objectives of the project.

_____Within the **business plan**, a plan for evaluating the success of the project is in place.

_____The financial costs of the project can be assumed within ECOS' current budget, or alternate funding can be secured.

_____The human costs of the project can be assumed within the responsibilities of ECOS' staff and volunteers, without creating unreasonable work expectations of staff.

_____The logistics of carrying out the project have been figured out and participation of all people in the project and their replacements can be guaranteed every year.

_____The project is vetted through the Senior Manager of Student Services, and depending on the project (scale, expenses, logistics, impact), it will also be vetted by the current SU Executive.

In addition to meeting the 11 criteria above, a multiple stakeholder project involving at least 2 parties, one of which is ECOS, must also meet the following 7 criteria before taking on, starting or working on the project, idea or cause.

_____If any of the other party(ies) are affiliated with the Students' Union, a memorandum of responsibility is still required, regardless of that group's status as a student service, student group, or other department within the organization. Due to the high staff turnover within Students' Union services, ECOS does not rely on verbal transition and or meeting minutes to pass on significant details about the projects, as these methods of communication are not conducive to relating important facts.

_____If the project involves multiple stakeholders, the project must have a memorandum agreed upon by all stakeholders which clearly outlines the responsibilities of each stakeholder. The responsibilities should be arranged such that responsibility is equally

shared by all stakeholders, and not disproportionately on one stakeholder. The memorandum must be in place before ECOS begins work on the project. The memorandum will also include information on the following 4 stipulations:

_____ If the project involves multiple stakeholders, the memorandum outlines and confirms that the stakeholders will organize at least one stakeholder meeting, at a similar time every year to discuss the status of the project. The memorandum must also outline which stakeholder(s) is responsible for organizing and chairing meetings.

_____ If the project involves stakeholders which experience an annual turn-over in membership, a plan must be in place for capacity building within that stakeholder group.

_____ Membership replacement must take place before the original stakeholder leaves, such that all stakeholders have the opportunity to meet the new member, in the presence of the outgoing member.

_____ Promotion, advertising and operational costs of the project are a shared expense amongst all stakeholders.

_____ The memorandum must be signed by either the Senior Manager of Student Services, or a member of the SU Executive, since ECOS in its capacity as a SU service does not have the authority to enter into such a contract without approval. Copies of the memorandum will be given to relevant parties.

ECOS requires a Business Plan from potential partners, which includes the following:

- Executive Summary of the Group and its broad goals
- Description of the proposed initiative which requires ECOS' co-operation
- Description of ECOS' involvement in the initiative
- Objects of this initiative
- Long and Short term goals and proposed outcome of the initiative
- Strategies and Implementation
- Perceived challenges to and within the initiative (financial, social and operational risks) and potential solutions
- Fiscal plan/projection/budget for the initiative
- Plan for evaluating success of the project
- Potential exit scenarios for the initiative

Current Projects

We should continue to work on developing the following projects:

- Green Residence Program
- Bike Library
- Community Garden
- Peregrine Project
- Naturalization Project

- Listserve

Future Goals (big picture)

Projects

- Our goals for the Green Residence Program, Bike Library, and Community Garden should be to expand these projects.
- We should work towards minimizing ECOS' role in the Peregrine and Naturalization Projects after these projects are well established. The larger goals of these two projects do not necessarily fit within ECOS' new mandate; therefore, the benefit to UA students from either of these two projects is minimal. The move away from these projects should occur within 3 years of this document (April 2010).
- In addition to minimizing our role in the Peregrine and Naturalization Projects, ECOS should withdraw from the University's Hit the Switch Campaign. This was a project initiated several years ago, with which ECOS has been involved in varying intensities. Our primary reason for pulling out of this initiative arises from logistical complications of running the program. In light of the University's requirement that ECOS volunteers receive building orientations for each building they sticker, it was the responsibility of ECOS staff to organize these orientations between university personnel and ECOS volunteers. Due to our already limited staff structure, we do not have the resources to continue with this project.
- In all of ECOS' projects we should strive to ensure that the projects are relevant to the campus community, and that the relevancy is determined as **objectively** as possible. What is relevant to one person, or a select group of people is not representative of the majority of campus community members. This is not a statement we can afford to overlook.

Goals for the projects themselves:

Green Residence Program

The current model which we use for the Green Residence program was adapted by staff and volunteers from a program in the United States known as the Green Frat program. The Green Frat program originally required that a sustainability group organize educational seminars for representatives from fraternities. These representatives would attend these sustainability seminars over a few weeks, and take the information they learned back to their respective frat houses. However, based on the success of attracting participants to educational seminars on campus, we altered the program, so that it enabled

ECOS to go into residences and deliver our information. In fall 2006, ECOS launched our Green Residence program. This project is operational from October until March. The Green Residence program is an hour-long interactive sustainability presentation, delivered to residences by ECOS volunteers, that raises awareness about sustainability. We believe that education about issues and choices is a key component in the shift to a sustainable future. That's why the Green Residence program aims to:

- Educate students about the concept of sustainability and the contemporary issues that inform the sustainability movement.
- Provide students with tangible means to reduce their personal ecological footprints on campus.

Future Goals:

This program is a key component of ECOS' services in that flexibility and growth are inherent within the program. Moreover, the nature of the program is directly relevant to the educational mission within our new mandate. In future, ECOS should continue to run the program in Lister, and also expand the program to other campus Residences. In addition, in order to maintain a connection with the audience, follow-up sessions should be conducted to reaffirm students' commitment to sustainability.

Bike Library

By April 2007, we will have built approximately 40 bikes. Due to space restrictions within the current room we occupy, the Bike Library needs a larger space if we are to increase the accessibility of the program. Communication for a Campus Bike Centre was initiated in 2005 by Alison Lennie, and followed up by Preshani Maistry. ECOS consulted with two University projects, in the hope of acquiring a bike centre. These two areas were the Canadian Centre for Interdisciplinary Studies (CCIS) LEED project, and the Physical Activity Complex (PAC) expansion. The CCIS project was expected to be completed in 2010, and the PAC in 2008. In both projects, ECOS encountered difficulty acquiring a Bike Centre. Within the CCIS project, space would have been granted to us and a structure built, but the University expected ECOS to be responsible for the operating costs of the Bike Centre, specifically utility expenses. Within the PAC project, the initiative for the \$ 28 million dollar project failed to pass the 2006 Students' Union referendum, and plans for PAC were scaled back. Because the referendum did not pass, ECOS did not pursue the idea for a Bike Centre within PAC either.

Prior to communication with contacts for both CCIS and PAC, ECOS searched for space in other areas of campus. We looked at space opposite the Powerplant, in labs, we looked

at CEB. Ultimately, we were unable to secure space anywhere else on campus. Since space is a premium on campus, and since we may be faced with the request to cover the operating expenses of a Bike Centre on campus, we should advocate for an ECOS Bike Centre to be built during the next SUB renovations.

Future plans:

- Continue to rent out bikes on a short and long term basis
- Expand Bike Centre
- Open Bike Library to general campus population to use our tools and space under volunteer supervision
- Hold regular bike building courses led by volunteers
- Continue with Free Bike Checks

Community Garden

ECOS initiated the cooperative campus garden, created during the spring of 2003. The garden is located on the north side of 89th avenue, between 110th and 111th Street--a few blocks from the University. For three years, between 2003 and 2005, the 244 square meter garden was shared between ECOS and the Garneau community. In 2006, ECOS community garden merged with the Garneau plots to become one large co-operative garden (we do not have individual plots). In addition to creating nature connected recreational opportunities for students, the mandate of the garden is to:

- Promote local, organic food production by producing food in a sustainable manner, without the use of pesticides, chemicals, or genetically modified plants
- Provide the campus community with an opportunity to apply classroom knowledge within a living laboratory
- To provide organic, fresh and healthy food for garden volunteers and the wider Edmonton community--through either the Campus food bank or similar programs
- The funds needed to create and plant the garden

Future plans:

- Continue to donate extra produce from the garden to the Campus Food Bank
- Hold an open house for the garden on a yearly basis in early-mid May to garner community interest in the project.
- Partner with groups involved in international development. Allows volunteers from these groups to get a form of certification for volunteering in the garden and gaining some knowledge in the field of sustainable food production. Have these volunteers take this knowledge overseas

Then

- Initiate discussion with the University and Residence Services to expand the garden by taking over the volleyball next to ECOS' plot.

Small Educational campaigns

We decided at the meeting on 4 December, 2006 to **not** proceed with the educational campaigns ECOS previously organized.

These educational campaigns produced various theme weeks: Waste Awareness, Food Issues, Buy Nothing Week, and Alternative Christmas. We believe that the information which could be conveyed in these themes weeks: information about the issues, valuable tips and fact sheets etc. can be conveyed over the internet through ECOS' comprehensive website. The website allows for the information to be presented at everyone's convenience, and ad infinitum. The refocus on presenting environmental information in a way other than the educational campaigns, is in part a result of the need to shift staff and volunteer time toward other potential avenues.

Resources

As this documented is being drafted, the resource section of ECOS' website is being put together. Utilizing suggestions from the Task Force, the resource section of the website will include information on the following:

- Articles representing both sides of key environmental debates: fair trade issues, climate change, sustainable development, GMOs, consumerism and capitalism, water and energy conservation, Kyoto...
- Information on sustainability throughout Canada, especially other sustainability offices
- Summaries of political developments on the sustainability front
- Information on the state of sustainability on campus. ECOS will highlight historical achievements of the University and Students' Union as this information is currently not being made available to the campus library.
- Print resource library
- Tip sheets and suggestions relating to various sustainability themes
- Weblinks to other useful sites and resources

Research, Recommendations and Implementation of Policies

As mentioned earlier in the document, the first research priority for ECOS should be to assist the SU Executive in creating a sustainability policy before April 2007.

The sustainability policy will do the following (see notes early in document):

Following the creation of a SU Sustainability Policy, the existing Students' Unions' environmental/sustainability operating policies should be examined to determine better implementation strategies. These policies are: the Ethical Business Partner policy, the Fair Trade and Ethical Purchasing Policy, and the Paper policies.

The implementation of these policies and the creation of any new SU policies which relate to sustainability, must be undertaken in a multi-stakeholder group which involves diverse members of the SU, who will be affected by the stipulations of the policy. Involving these diverse parties ensures that their input is given to the process, and the subsequent policy has a better chance of being implemented because it meets those interests. The involvement of different stakeholders within the organization is **crucial** to the success of policies. Policies that are constructed in a top-down manner will not succeed.

Moreover, if we want these policies to be adhered to, we need to empower people to voluntarily participate in the implementation of the policy. Moreover, implementation of the policy should not be the responsibility of one person within the SU, since the centralization of a process creates burden on the individual and fosters exclusion of other SU members and employees.

Policies to tackle:

- Transportation
- Waste Management
- Energy
- Paper policy
- Water
- Ethical Investments
- Education staff and students of SU, such that we take advantage of Chains of Influence

***All policies should be clearly defined with targets, so as to give guidance as we work towards achieving the policy outcomes.

Anticipated Outcomes and Qualitative Benefits of the new ECOS???

- Be proactive, rather than reactive in our approach to sustainability
- Increase the sustainability of SU operations
- Be in a better position to advocate to University and students
- Increase awareness among students and employees
- Provide on campus venue for students and community members to be involved in sustainability issues
- Surpass the efforts of other institutions
- Develop a sustainability network on campus*****

*****Developing a sustainability network on campus will be a large and ultimately rewarding undertaking. It should be noted that an endeavor of this nature should be on hold until ECOS is in a better place to lead or participate in such an effort. This would mean a minimum of 2 years after the task force. A move on ECOS part to collaborate with other groups to create a sustainability network, needs to be approved by the Students' Union governance process. The nature of networking and coalition building would supercede other ECOS initiatives; therefore the decision behind such a drastic shift in ECOS' focus cannot be sole responsibility of the ECOS Director.

Bridging the gaps between different groups working towards sustainability or social justice on campus should be initiative preceded by the following questions:

- 1) Do you think participating in a network is beneficial?
- 2) What is the particular purpose of these groups?
- 3) What is the cumulative aim of the groups in the network?
- 4) Is the end goal to educate the campus, and if so are they doing this in the manner alluded to by Douglas Mackenzie-Mohr?

Measurement of success

- Break down initiative/outcomes into yearly/semesterly projects
- Conduct portions of CSAF to provide starting point, goals, and a tool for measuring success
- Use on-line form on ECOS website to encourage critical feedback on operations/policies/initiatives
- Use UA marketing class through the SU Marketing Department to survey students knowledge of sustainability and sustainable operations on campus. Repeat same survey within a few years.

Recruitment Strategies

- Actively recruit three times a year
- Initiate dialogue with Renewable Resources, to target specific sections of the campus population
- Begin recruiting through classroom presentations
- Do not isolate majority of volunteers/campus with marginalized projects

Retention Strategies

- Strive to engage volunteers and educate volunteers,
- Provide volunteers with meaningful volunteer opportunities
- Strive to provide volunteers with a sense of community

Risk Assessment of Status Quo

- Have poor chance of meeting anticipated outcomes
- ECOS will remain stagnant, the service will continue to face the challenges and limitations listed at the beginning of the document
- We will fall further behind other campuses
- Establish a negative representation of what ECOS can and cannot accomplish
- Negatively impact networking attempts (with diverse groups) because of all of the above
- Unable to meet the needs of students, as determined by the Task Force
- Rhetoric of sustainability is changing, the general population is interacting more with the issues. Consequently, ECOS needs to ramp up its efforts to make students civic citizens and preparing them to deal with sustainability issues.

De-lineation of responsibilities between ECOS staff

What follows is my recommendation for the staff structure for 2007-2008 based on ECOS' new mission statement:

Staff Requirements to Realize the Plan

Director

- Research and policy recommendations
- Volunteer recruitment and training

- Networking and maintaining connections to and within larger sustainability network on and off campus
- Training summer volunteers
- Administrative duties
- Preparing ECOS budget
- Long range planning for the service
- Working closely with Executives and their sustainability advocacy to the university
- Assisting volunteers to manager projects such as the Bike Library and Green Res program
- Providing support to Community Garden coordinator to help this position succeed in managing the community garden and naturalization projects

Associate Director 20 hrs/week, starts in august

- Volunteer recruitment and training
- Management of volunteers and Green Res program, including volunteer evaluations
- Chairing weekly and bi-weekly volunteer meetings
- Coordinating volunteers to organize small educational/promotional awareness campaigns

ECOS is unique amongst the services in that we are the most understaffed, and we have an AD during the summer. Currently, the ECOS AD works 10hrs/week starting in May, but this has dynamic has posed a few challenges.

Disadvantages:

- The incoming director is learning the service during the summer, and as such, may not know what to delegate to the AD to effectively use that time.
- The 10 hr/wk, 12 month model limits our pool of applicants since those who might apply are away at summer jobs/ field school.
- The 15 hr/wk mid August-mid April model increases ECOS' chances of hiring a suitable i.e. knowledgeable candidate.
- The 15 hr/week model ensures the AD is available during busy periods in the school year
- It is difficult to work with/ bond with someone who has a full-time job, who is only available to work at ECOS at 10 hours/wk during the summer

Advantages:

- AD has limited role in the goals for the service for the year.

- May not be able to know the service as well
- No transition between ADs (debatable--since Director will have time and experience to do AD transitioning in mid-Aug)

While hiring an AD for 20hrs/week is ideal, we can work within the limitations of our budget by being flexible and having an AD work for 15hrs/week during the school. This is a cost neutral solution to the perpetual problem of being understaffed.

Monthly salary for the ECOS AD is budgeted at \$342.35 for 07/08. This position works 10 hrs/ week at \$8.55/hr.

Total salary paid at 10 hrs/wk (\$342.35 x 12 mnths) = \$ 4,108.20

If the AD worked 15 hrs/ wk from mid Aug-mid April, the SU would pay:

15 hrs/wk (at \$8.55/hr) x 4 wks/mnth = Salary: \$513/ month

Total salary paid at 15 hrs/wk (\$513/ mnth x 8 mnths (Sept-April)) = \$4104.00

Constant Review

It is important to recognize that the purposes of this document and the Task Force process were to address the staff and operational challenges inherent within ECOS. The suggestions within the document are intended to provide guidance and aid in long-term planning for the service. The suggestions within the document are not intended to be permanent, static solutions to ECOS' challenges. Moreover, we must be cognoscente of the changing public and campus rhetoric regarding sustainability. As the rhetoric changes, ECOS' role of campus must likewise evolve, and this document certainly does not attempt to predict the direction of that evolution. For this reason, while significant effort and thought was inputted into the Task Force process, and this document, this document is flexible. It establishes parameters for ECOS, within the context of the campus environment in 2006-2007. This document will probably have little relevance in 2012. Creating this guiding document is a crucial step for ECOS, and in order to ensure that ECOS is meeting the needs of students, it is my suggestion that the service and its goals should be reviewed on a frequent (every 2 years) basis. The process of review should be undertaken within a multi-stakeholder environment very similar to the Task Force process.