



GSA-UW ANNUAL REPORT 2019-2020

Graduate Student Association-University of Waterloo

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MESSAGE FROM THE PRESIDENT (AND EDITOR)



The past year was marked with many victories amid multiple challenges. From the Student Choice Initiative in 2019 to the COVID-19 pandemic in 2020, the GSA worked tirelessly to tackle unprecedented external pressures while striving to improve the graduate student experience. Through the coordinated efforts of our Board, Council and the Executive team, we successfully navigated these challenging times and not only sustained our operations but improved overall service delivery and support for graduate students. The direction and support of the Board were instrumental in achieving our successes this past year.

Some of our most notable improvements to GSA core services in the past year include: changes to the UPass program which allow for once-a-year refund of GRT fees; expansion of the health plan to include the EmpowerMe service at no cost; addition of a new legal service program; renovations of all spaces in the Graduate House and the addition of a ground floor patio. As part of our service improvements efforts, we made two full-time staff positions permanent (Executive Manager and Hospitality Manager) and strengthened our communications efforts by revamping the GSA website and our social media channels. We saw an increase in engagement through our communication channels, as well as through volunteer and paid opportunities with the GSA.

Our advocacy efforts in recent months have been focused on supporting students through the pandemic. We launched a petition to call on the University to reduce Spring term tuition and are continuing conversations to ensure financial support is provided to graduate students in need. We contributed \$75,000 in financial aid which was matched by partners to create awards and bursaries for graduate students. I and the GSA Vice President, David Billedeau, advocated diligently during the pandemic to ensure that graduate students had access to resources they needed, and were informed of our efforts. We also initiated faculty-level advocacy efforts by meeting with Graduate Associate Deans in all six faculties. Through our efforts, we were able to get signature commitments from the University regarding funding timeliness and support for graduate students. In the last few months, I and my team also worked on creating a multi-prong strategy to address equity issues impacting graduate students. We held several meetings with stakeholders and equity seeking groups to ensure the GSA is actively involved in all discussions. We will be starting wider consultations with our BIPOC members in the coming term to set the direction for the path forward.

A major undertaking of the GSA this past year was the development of a multi-year strategic plan, which I facilitated over the past seven months. The 3-year Strategic Plan has been developed and approved by the direction of the Board and will be implemented from Fall 2020. I am very pleased with the outcome and am hopeful that the Strategic Plan will help further improve the GSA's efforts in the coming years.

It has been an honor serving you this past year. I am thankful to God for the strength to endure as I led the GSA during unprecedented times. By serving with excellence and dedication, I believe we have set the stage for the GSA to become a national leader in providing graduate student support. I am very excited to see the incoming President, David Billedeau, continue the momentum and take the GSA to the next level. If you are passionate about making meaningful impact for the graduate student community like I am, I encourage you to get involved with the GSA - your contribution can make a difference for all graduate students.

Yours Faithfully,
Naima N. Samuel, MBA, MA, BSc.

*PhD student in Sustainability Management at the School of Environment, Enterprise, and Development
 President and Chief Executive Officer (2018-2020)
 Councillor for Department of Recreation and Leisure Studies (2017-2018)*

MESSAGE FROM THE CHAIR OF THE BOARD



Wow. What a year! I thought the “Student Choice Initiative” (SCI) was the big-ticket item for this 2019-2020 year, but in hindsight, it was not... Spring term 2019 began with preparing for worst case scenarios from the SCI, and so a global pandemic was not in anyone’s scope at that point.

The 2019-2020 GSA-UW Board has been working with significant improvements initiated by previous GSA-UW Boards. First, the Board completed its transition from an Operating Board (hands on in operations) to a Governance Board (oversight of operations) which started in the spring term of 2017. Second, the Board experienced governing the first year under a new policy manual (adopted in April 2018) where the roles of the Board (providing oversight), Executives (doing the work), and Council (deriving and reviewing political positions and the impact/outcome of the work of the GSA...aka Ends) were clearly delineated. Finally, all three branches worked within the interim strategic plan framework

introduced at the 2019 AGM. The dedication and commitment of staff and volunteers carried these large projects forward and identified opportunities for further improvement. For example, preparing a plan for SCI scenarios fell within the scope of the Executive branch to navigate, while it was in the scope of the Board to oversee the work to ensure that members still received services they depend on and still meet the Ends of the organization (Ends defined by Council) within budget and minimal risk to the organization. Another example is the detailed work done by the Joint Policy Review Committee, chaired by Director Jen Reid. The entire GSA policy manual was reviewed with a fine-tooth comb, and a significant number of policy recommendations were submitted to the Board.

During the spring term 2019, the President and Board worked to implement standardized termly reporting of the operations and finance workplan, and subsequent actuals, to allow for more clear oversight of the budget and termly operations plans. By the end of the spring term 2019, board-best-practices standing committees were created and filled with committed Directors, including an Audit and Risk Committee spearheaded by Deputy Board Chair, Kareem Mostafa; a Governance Oversight Committee spearheaded by Evan Andrews and Nick Revington; and a Recruitment Task Force spearheaded by Daniel Grimmer. The Strategic Planning Steering Committee, spearheaded by Isidora Gievski-Sidorovska, contributed to developing Key Performance Indicators for the interim strategic plan and developed an annual board agenda led by Isidora in a sub-committee. Working with another sub-committee, the President led efforts to revamp the strategic planning policy to define a multi-year strategic planning process that would guide the efforts of the GSA over the next 3 years. With all the major pieces in place, we were holding our breath to see how the SCI would impact services the GSA provides to graduate students. In the fall term 2019, the work and preparation done by the Executive Team enabled services and events to continue as normal, unhindered by the illegal action taken by the provincial government.

The President initiated the facilitation of the GSA’s first 3-year strategic plan in winter 2020. Part of the information gathering included a membership survey in the winter term 2020, which was one of the most valuable pieces that informed Board discussions when determining the best strategic direction for the GSA. Findings from the survey led the Board to seek-out current best practices in terms of governance structure and the efficacy and role of Council. One of the larger challenges was the realization that most graduate students do not know who their Councillor is, which became further exasperated by the pandemic and loss of in-person contact. Council is the avenue graduate students have to collaborate on emerging issues their constituents are experiencing and to inform the President as to what is happening at the department level. The President cultivates relationships with stakeholders on campus on a continual basis, and through that network issues can often be resolved simply through clear communication. Although students can reach out to the GSA Office directly, it is the personal relationships between Councillors and their constituents that help identify advocacy issues. If graduate

students do not know who their Councillor is, then this crucial step is missed, as well as the ability to pass along valuable information from the GSA to members. The GSA has been working to establish departmental elections for Councillors, but it has been a multi-year process carried forward by previous Boards. Few departments have multiple names on Councillor election ballots. Sometimes there is no representative for a department, and dedicated graduate students put their name forward to serve, unbeknownst to others that the opportunity is available. Improving the efficacy of Council by way of elections in every department is one hope that I have for the future of the organization. There is a larger discussion around how to best create a fair representative cross-section of graduate students that needs to be resolved first: to ensure all voices from all departments and satellite campuses are heard, and that the views of members are represented, rather than an individual perspective. During the spring term 2020, there were concerns around the involvement of an external organization in council discussions. With greater accountability and transparency as well as a fair elections process, I hope Council becomes the ideal Council the Board in-good-faith takes it to be. Although the Board, Executive, and Council are three distinct bodies, they are all part of the same organization with the same mission: to serve graduate students with dedication and commitment to enhance the quality of members' academic and social experience.

The Board met remotely for dozens of hours over the winter and spring term and committee work continued, while Council's April meeting was cancelled and the AGM postponed. Best practice during a crisis is to avoid making substantial changes in leadership, and since the AGM was postponed until in-person gatherings resumed, Director and Executive terms were extended to the AGM. Standing committees submitted year end reports, and succession planning was well under way before the AGM was rescheduled in an online format in August. Director Dmitrii Marin, 2020 AGM Chair, continued his dedicated and passionate work for the Board throughout the year while serving on several committees and proactively bringing items to the Board's attention. The Corporate Secretary and Minute Taker continued working to get the minutes approved and up on the website for transparency and accountability to the membership. There was a referendum for a new legal service, which the membership resoundingly approved. Throughout the pandemic, the President (and CEO) and Board Chair (and CGO) met weekly to discuss the dynamic environment.

The Board had some vacant seats throughout the year, and several graduate students presented their case to the Board to fill a seat. Three Directors were successful, namely Twesh Upadhyaya, Phillippe Bériault, and Jason Luong. Of note was the addition of Director Jason Luong from the Stratford Campus whose participation on the Board highlighted additional support the GSA can provide to satellite campuses. The Board Handbook was re-established by our hard-working and detail-oriented Corporate Secretary, Tyler Hampton. This significant piece of institutional memory and current state of the organization was made available in time for the AGM 2020 Director elections, and will serve as an integral part of training in the future.

I am really excited for the next Board to continue moving the organization forward. There are strong returning Directors that are committed to enhancing the graduate student experience, and strong candidates on the ballot. Our services are in great shape, our finances are sturdy, and our Graduate House social club had a new accessible patio built in spring term 2020. Ultimately, the success the GSA is experiencing, in my opinion, is due to the tireless dedication and faith of the 2018-2020 GSA President, Naima Samuel. I encourage you to read her multitude of experiences on her Facebook page to get a real sense of the major projects, blocks, and successes experienced during her tenure. It has been a wild ride!

Best Regards,
Rebecca Stirling, BSc.

*MSc Candidate in Earth and Environmental Sciences
GSA Board Chair & Chief Governance Officer (2019-2020)
Corporate Secretary & Director (2018-2019)*

MESSAGE FROM INTERIM SPEAKER OF COUNCIL



Prior to taking over as Interim Speaker, Council only had 54% of Councillor positions filled - and 20% of Council membership was beyond mandated term limits. In short, Council was not operating efficiently, and the graduate student community was deserving of increased consultation and engagement. Together, we have made strides to improve the GSA Council.

The format of Council meetings has been revised in order to provide an open platform for engagement between members of Council. Moreover, we have supported numerous outreach initiatives (e.g., meeting with departments, holding lunch and learns, highlighting the role of Council via social media) to increase student interest and participation in Council. The primary result of these efforts can be seen in membership statistics: at the end of my term, Council had nearly 80% of positions filled.

Council has also enacted significant resolutions. These include, but are not limited to:

- Endorsing the unionization of graduate student teaching assistants, research assistants, and sessional instructors;
- Amalgamating the GSA's political positions from 16 to four; and,
- Eliminating bureaucratic processes (e.g., standing advocacy committees) in favour of more direct and useful forms of student engagement and research.

Further, Council has issued several short-term research contracts to the wider graduate student community to support student engagement and better direct the activities of Council and the GSA more broadly. These research contracts are focused on matters important to graduate students, and include topics such as:

- A comparative review of university health and dental plans;
- An overview of municipal housing issues;
- An overview of international graduate student issues; and,
- An assessment of the University of Waterloo's Sustainability Strategy.

Under the current leadership of Council Speaker Matthew Robbins, I firmly believe that Council will continue to meaningfully engage with all members of our campus community while ensuring that the rights and wellbeing of our graduate student community will be markedly advanced.

Best,
David Billedeau

*PhD student in Sustainability Management at the School of Environment, Enterprise, and Development
 Interim Speaker of Council (2019-2020)
 Vice President (2019-2020)*

MESSAGE FROM CURRENT SPEAKER OF COUNCIL



I was elected as Council Speaker in May 2020, having previously as the Councillor from Physics and Astronomy. Sabrina Alicia Sgandurra from English was elected as Deputy Speaker and has been involved in student politics both at University of Waterloo and Ryerson University. In our tenure as Speaker and Deputy Speaker, our goal is to increase Councillor engagement within Council (by working to ensure all perspectives are heard) and with their constituents (through Councillor training).

During the past four months, Council received presentations and reports on three research contracts (housing, international graduate students, graduate studies as a parent) and engaged the researchers in discussions to better understand their recommendations. Council also voted to endorse the position of Fossil-Free UW, which requests that the University of Waterloo recognize the need to transition towards carbon-neutrality (in a timely manner) as a means to shape its investment decisions moving into the future. In addition, Council also made a decision

to support the unionization of graduate student TAs, RAs, and sessionals (which was a process that began under the Interim Speaker, David Billedeau). The one common thread throughout Council meetings this past semester was the effect of COVID-19 on graduate students. To this end, Councillors continuously engaged with the Executives of the GSA as well as Jeff Casello of the GSPA to highlight the interests and concerns of graduate students affected by the pandemic.

These are challenging times for graduate students; COVID-19 has affected each and every one of us socially and academically. In the coming months, Council will continue to engage with graduate students and be a voice for their concerns as we each strive to navigate this unprecedented situation. With Council representing you and your interests, we will all get through this pandemic together.

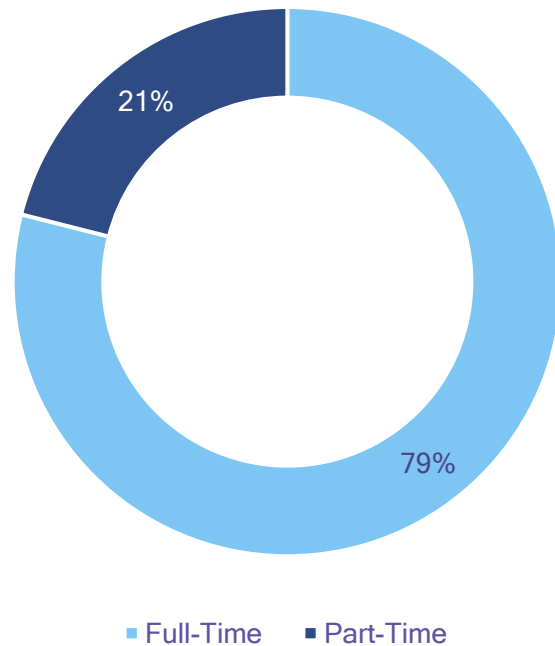
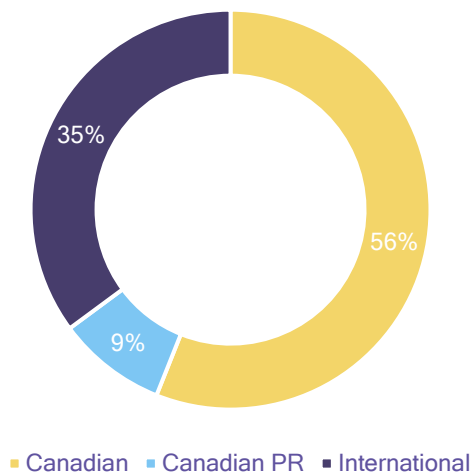
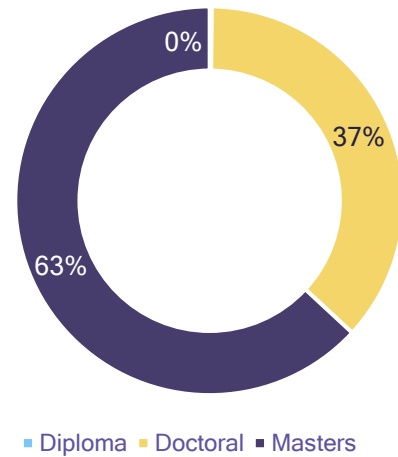
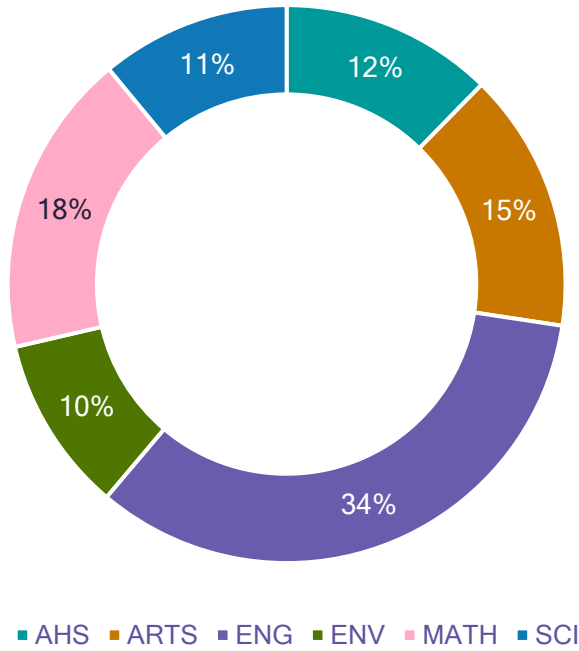
Best,
Matthew Robbins

*PhD student in Physics at Department of Physics and Astronomy
Speaker of Council (2020-2021)
Councillor for Department of Physics (2019-2020)*

HIGHLIGHTS

Members

All full-time and part-time students enrolled at the University of Waterloo are members of the GSA. Enrollment in 2019-2020 averaged 5,800.



Services



Health & Dental Plans: the EmpowerMe program was added to the Health Plan at no cost to members and Psychiatric coverage was expanded. Opt-in to the health plan for distance education students was also implemented. Significant expansions to the health plan were made which will take effect from Fall 2020.



GRT UPass: the ION LRT service was heavily utilized by members. A new UPass contract was executed with Grand River Transit with new terms and conditions that allow for once per year opt-out, as well as opt-in for specific accommodations.



Graduate House: Sales in fall were consistently 15-20% over budget as well as 35% over last year's numbers for the Fall term. Winter sales target were not met due to restrictions put in place as a result of COVID-19. Upgrades and renovations were made to all areas of the Graduate House with the addition of community-style seating and a new PoS, installation of a new carpet on the second floor, painting of walls, staircase mural, and the an accessible ground floor patio.



Legal & Tax Aid: There were over 140 consultations for Tax aid. There were over 100 requests for legal advice with 85 % of consultations focused on landlord/tenant issues. A referendum was held to add a new Legal Protection Program with access to advice on housing/tenant issues, employment issues, and academic issues. The referendum passed and the contract for the new program was executed with Studentcare.



Events: Live virtual Q&A sessions were held to provide information and support to members during Winter and Spring 2020. Several events were also held at the graduate house including Pint of Politics series where local politicians were invited, and social events focused on international cultures. We took part in over 20 orientation sessions at the faculty and department levels and held faculty nights at the Graduate House for community building.



Graduate Students Initiatives: over \$20,000 in funding was provided to departmental associations and graduate students to support academic, social, and wellness programming across all six faculties.

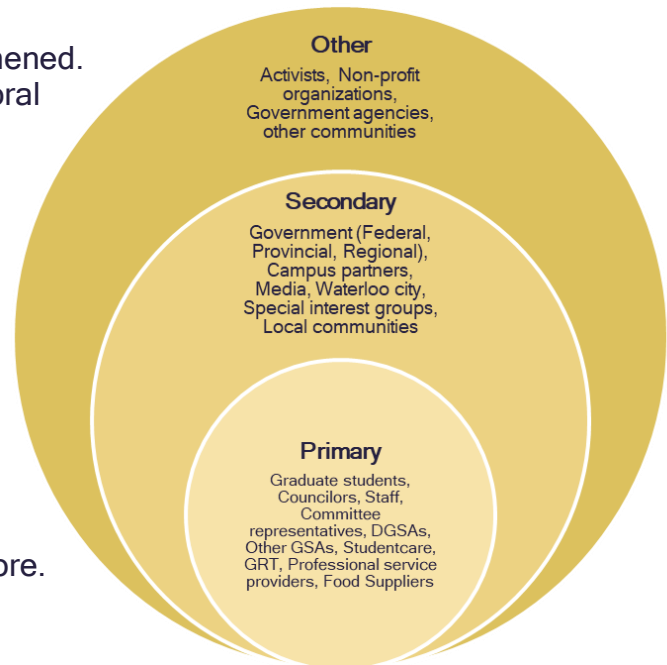
Fees

GSA fees were adjusted in 2019 to comply with the Ontario government’s Student Choice Initiative (SCI) and its accompanying ancillary fees framework. The ruling from Provincial courts in November 2019 struck down the SCI, and GSA fees were re-consolidated with changes to be implemented from Fall 2020. Service delivery was improved in 2019-2020 despite the SCI, and on average there was lower than a 20% opt-out rate overall for optional fees.

<i>GSA Optional Fee</i>	<i>Fall 2019 Opt-out %</i>	<i>Winter 2020 Opt-out %</i>	<i>Spring 2020 Opt-out %</i>	<i>Average Opt-out %</i>
<i>Representation at UW Fee</i>	13	18	20	17
<i>External Representation</i>	14	18	20	17
<i>Advising Services</i>	11	14	17	14
<i>Social Initiatives</i>	13	17	-	15
<i>Graduate House</i>	19	25	-	22

Collaborations

Partnerships on and off campus were strengthened. Working with Graduate Studies and Postdoctoral Affairs (GSPA), the GSA obtained signature commitments from the University of Waterloo to improve graduate student experience in the areas of timeliness of financial support, appropriate compensation for contribution, expectations for work time allocations, and monitoring support levels and providing financial support to those in need. The GSA worked tirelessly with GSPA and other campus partners to ensure supports were available to members during the pandemic including extensions to term limits, access to library resources, access to labs and much more. Discussions on creating a thesis defense-only status were also initiated.



Working with the GSPA and Graduate Studies Endowment Fund (GSEF), the GSA provided additional funding support for students during the COVID-19 pandemic. GSA contributed \$75,000 in funding to thesis completion awards to support masters and doctoral students, and to the contingency bursary to support international students. GSPA and GSEF collaborated with the GSA to also provide equal funding for the accessible Ground floor patio for the Graduate House. In collaboration with Associate Provost Students, the GSA ensured that support was provided to graduate students in residences, and that incidental fees were not assessed for services impacted. Significant progress was made on all committees, particularly Policy 30 and Policy 33 committees, which reached final stages of being revised/redrafted.

The GSA committed \$2,000 in funding for community-based organizations focused on promoting racial equity within the Region of Waterloo. The GSA also committed \$1,000 in funding for research on Campus Sexual Violence conducted by researchers at University of Waterloo, University of Saskatchewan, and Brock University.

Key Activities

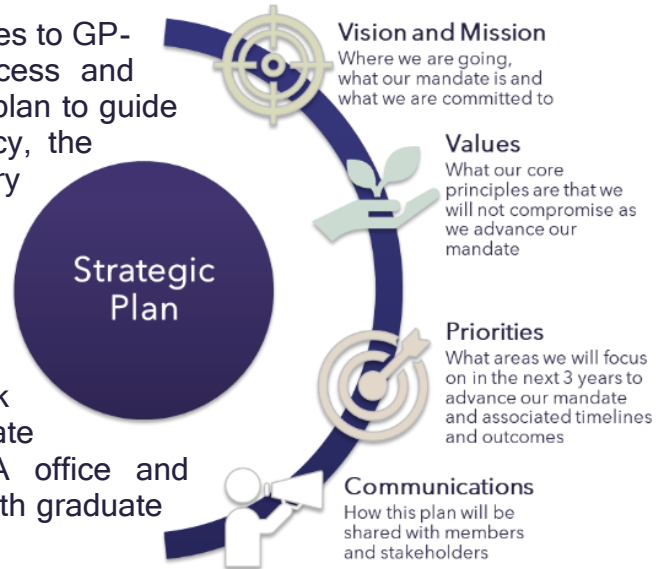
The President's 2019-2020 workplan supported the goals and objectives outlined in the 2019-2020 interim strategic plan. Key activities of the workplan are presented below.

Month	Activity	Status
August	– Formalize GSA Job Descriptions	– Executive job descriptions and organizational chart completed
	– Issue OSAP + SCI Communications	– Fee communications to be conducted at end of each term
	– Conduct Imprint Interview (OSAP + SCI)	– Two Imprint articles (Sept + Nov)
September	– Finalize Communications Framework	– Delayed to Fall 2020. Rationale: there will be future organizational changes that will require revision of frameworks. To that end, administrative resources are not being allocated to this task.
	– Finalize External Affairs Framework	– Delayed to Fall 2020. Rationale: there will be future organizational changes that will require revision of frameworks. To that end, administrative resources are not being allocated to this task.
	– Establish Campus Advocacy Network	– Hired student engagement director – Revamping Council – Provided Council with advocacy training
October	– Secure GSA Representation on President's Advisory Committee on Environmental Sustainability	– Complete
	– Collaborate with Sustainability Office (SO)	– GSA is supporting Fossil Free UW, and will engage with the SO on an ongoing basis.
	– Finalize Information Management Framework	– Ongoing – to be included in Expanded Operations Manual
November	– Conduct Advocacy Training for Council	– Completed on November 6, 2019. Further training + material to be provided.
	– Finalize Board and Council Framework	– The Board is reviewing the mandate of Council. The Executive team will action the decision(s) of the Board.
	– Conduct Internal Policies Gap Assessment	– Gap assessment to be completed as part of Ops Manual.
December	– Draft GSA Succession Plan	– Completed President succession plan on December 18, 2019. (see Appendix C)
	– Finalize GSA Operations Manual	– Ongoing, to be completed in early Spring 2020.
	– Secure Funding from Alumni Relations	– Limited viability. Alternative funding avenues to be explored.
	– Secure Funding from GSEF	– Secured in March 2020
January	– Revamp GSA Website	– Completed in April 2020
February	– Hold GSA Town Hall	– Scheduled live chat and Q&A in March 2020. – Faculty-specific Q&As schedule for April 2020.
	– Finalize GSPA Data Sharing MOU	– Final draft with GSPA for review.
April	– Annual General Meeting	– Postponed.
	– Conduct Service Provider Review	– New legal aid support procured.

May		<ul style="list-style-type: none"> - New mental wellness services to be rolled out in Jan. 2020. - Other services contracts still valid.
	- Conduct Grad House Service Review	<ul style="list-style-type: none"> - Major repairs and investment opportunities identified and completed. - Future upgrades will be completed on an ongoing basis.
Ongoing	Communications to Board and Council	
	Administrative Meetings (OSAP + SCI + COVID-19)	
	Analysis of feedback from membership and stakeholders (integrated with strategic planning)	
	- Hold events to engage members (social, academic, political, wellness)	<ul style="list-style-type: none"> - <u>Social</u>: Faculty nights, apple butter fest, satellite campus event, winter party, safe love week, thrive week, movie nights - <u>Academic</u>: GSA Grad Fair; finance training, income tax seminar (online) - <u>Political</u>: Pint of politics, climate strike - <u>Wellness</u>: free cider, free massage

Looking Ahead

In January 2020, the GSA Board approved changes to GP-15 policy to refine the strategic planning process and establish the development a multi-year strategic plan to guide the efforts of the GSA. Under the revised policy, the strategic planning process was initiated in February 2020. Feedback from several stakeholders was gathered via multiple engagement methods. The Vital Signs survey was re-launched in February 2020 as part of the data gathering process. Over 1,200 graduate students participated in the survey. Surveys were also done to gather feedback from campus partners, departmental graduate student associations, GSA Council, and GSA office and Graduate House staff. Focus groups were held with graduate students serving on university committees.



A Board retreat was held in early June where findings from the surveys and focus groups were shared and the goal setting exercise was done. The mission, vision and values were also reviewed. Feedback from the Board was put together to draft the final plan which was approved at the August meeting of the Board. The new Strategic Plan provides direction for the GSA efforts over the coming 3 years, prioritizing four areas, namely:

- Advocacy and representation
- Equity, inclusion, and diversity
- Community building
- Organizational excellence

The Strategic Plan will be implemented in Fall 2020 and progress towards goals will be communicated to members and stakeholders via the GSA communication channels.

FINANCIAL PERFORMANCE

Key performance indicators for the GSA's finances at August 31, 2019 are presented below:

- **Liquidity:** the liquidity measures the ability of the GSA to meet their current obligations. This ratio is the current assets /current liabilities. In general, a ratio of 2 or higher is considered sufficient.

At August 31, 2019, the GSA's Liquidity ratio is 13. This means the GSA has \$13 in liquid cash for every \$1 of current debt.

- **Profitability of the Graduate House:** the profitability ratio measures the amount of money left over after all expenses are considered for a given period. This ratio is typically calculated in for profit businesses. This ratio is therefore relevant only to the financial results for the Graduate House. The ratio is Net Profit/Income divided by Sales/Revenue.

For the year ended August 31, 2019 the Profitability ratio for the Graduate House was 13.7. This means the Graduate House earned \$13.7 for every dollar of revenue.

- **Source of Revenue - Graduate House:** the Graduate House balances the off-setting goals of providing a service to graduate students which drives pricing and margins lower, with the goal of generating an overall profit. To help with this balancing, the GSA collects a student fee from all graduate students.

For the year ended August 31, 2019 student fees were 47% of the total Graduate House revenue. This means student fees contributed \$.47 for every dollar of revenue.

- **Gross Margin - Graduate House:** a key performance indicator for any for-profit business selling a good is the relationship between what a good is sold for versus the cost of buying/making the good. The Gross Margin is the Cost of Sales divided Revenue/Sales.

For the year ended August 31, 2019 the Gross Margin for the Graduate House was 41%. This means the cost of all products sold in the Graduate House was \$.41 for every \$1 of revenue.

While other restaurants offering the same type of menu would expect a gross margin of roughly 50% of what the Graduate House achieved, the results for the Grad House reflect the balance between the provision of a service and the generation of a profit. Student fees, which are not a revenue stream in other restaurants, help off-set the Grad House's higher gross margin.

- **Dental Plan:** a key performance indicator is the ratio between the dental plan costs and fees collected.

For the year ended August 31, 2019 dental plan costs were 93% of the dental plan fees collected. This means the Dental Plan costs were \$.93 of every \$1 of Dental Plan fees collected.

- **Health Plan:** a key performance indicator is the ratio between the health plan costs and fees collected.

For the year ended August 31, 2019 health plan costs were 73% of the health plan fees collected. This means Health Plan costs were \$.73 of every \$1 of Health Plan fees collected.

- **Surplus - Association:** a key performance indicator is the ratio between Association expenses and Association fees collected.

For the year ended August 31, 2019 Association expenses were 75% of the Association fees collected. This means Association expenses are \$.75 of every \$1 of Association fees collected.

- **Return to Students - Association:** a key performance indicator is the ratio between Association admin costs (salaries and office expenses) and Association expenses

For the year ended August 31, 2019 Association admin costs and office expenses were 82% of Association expenses. This means Association admin costs are \$.82 of every \$1 of Association expenses.

WHO WE ARE

The Graduate Student Association-University of Waterloo is a not-for-profit corporation that serves graduate students at the University of Waterloo. The GSA is formally recognized as the sole representative of graduate students on all campuses of the University of Waterloo.

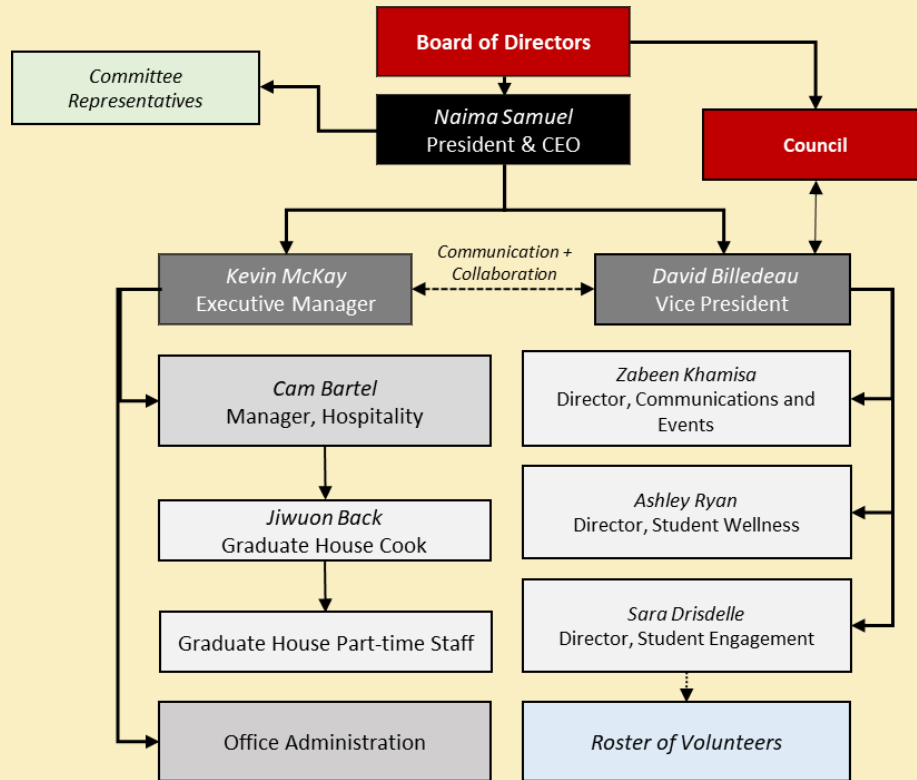
The GSA provides a number of services for graduate students, including but not limited to supplementary health and dental plans, GRT Universal pass, student advising, and a clubhouse featuring food bar service and graduate student space.



Key Areas of Focus

- Social and academic experience
- Representation (university, federal, provincial, and municipal)
- Student Support
- Social, intellectual, & political contact
- Physical and mental health
- UW long-term environmental sustainability

Organizational Structure



Volunteers and Staff (as of August 19, 2020)

Board of Directors

Rebecca Stirling, Chair & CGO
 Naima Samuel (ex-officio), President
 Kareem Mostafa, Deputy Chair
 Tyler Hampton, Corporate Secretary
 Dmitrii Marin
 Daniel Grimmer
 Jason Luong
 Jennifer Reid
 Twesh Upadhyaya

Staff

Naima Samuel, President & CEO
 David Billedeau, Vice President
 Kevin McKay, Executive Manager
 Zabeen Khamisa, Director of Communications
 Ashley Ryan, Director of Wellness
 Sara Drisdelle, Director of Engagement
 Cam Bartel, Hospitality Manager
 Jiwoon Back, Graduate House Cook

Council

Matthew Robbins, Speaker
 Sabrina Alicia Sgandurra, Deputy Speaker
 Kayleigh Beaudry, Kinesiology
 Joseph Todd, Recreation & Leisure Studies
 Amanda Parker, Sch. Public Health & Health Sys.
 Taha Al-Sharfeen, Accounting & Finance
 Sydney Lamorea, MA Digital Exp. Innova, Stratford
 Valerie Uher, English Language & Literature
 Carrie Perreault, Fine Arts
 Eden McFarlane, French Studies
 Sara Marsh, Germanic & Slavic Studies
 Teghan Barton, History
 Jillian Bjelan, Peace & Conflict Studies
 Samantha Lynne Sargent, Philosophy
 Viktoriya Vinik, Political Science
 Jessica Ross, Psychology
 Doaa Shalabi, Religious Studies
 Marco Chung Lok Chow, Architecture
 Cyrus Fiori, Chemical Engineering
 Helene Chow, Civil & Environmental Engineering
 Kazem Izadinasab, Electrical & Computer Eng.
 Ullas Prakasan, Management Sciences

Stephen Robinson-Enebeli, Mech. & Mechat. Eng.
 Austin Kothig, Systems Design Engineering
 Caitlin Laidlaw, Geography & Env. Management
 Lucy Hinton, Global Governance
 Kaylia Little, School of Env., Enterprise & Dev.
 Sophia Sanniti, School of Env., Resources & Sus.
 Amanda-Rose McCulley, School of Planning
 Maria Papageorgiou, Applied Mathematics
 Mojtaba Valipour, Computer Science
 Chris Salahub, Statistics & Actuarial Science
 Augustus Turnbull, Artificial Intelligence
 Adrian Van Wyk, Biology
 Natasha Bell, Earth & Environmental Science
 Andrew Reeves, Physics & Astronomy
 Cindy Yeung, Pharmacy
 Richard Donkor, Vision Science / Optometry

Board Directors who Retired before August 19, 2020

Evan Andrews
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