

WUSA

Impact Report

2022-2023



Message to Members

Dear WUSA Members,

It has been an honor to serve as your WUSA President 2022-2023. This past year has been rewarding in many ways. Despite the challenges we have faced, from the ongoing pandemic and changes to our learning environments, to the shifts in the WUSA governance model, we have shown remarkable resilience, adaptability, and a true sense of community.

Throughout the year, WUSA has worked to represent your interests, advocate for your needs, and provide a platform for your voice to be heard. We organized engaging events, facilitated meaningful discussions, and supported initiatives that fostered inclusivity, diversity, and academic growth.

I would like to express my appreciation to our dedicated and engaged members, including the Board of Directors, committee members, volunteers, and staff. Your commitment and efforts are what make the work we do possible, rewarding, and impactful - as you will see throughout this report.

I would also like to acknowledge UWaterloo faculty, staff, and administration who have collaborated with us throughout the year. Their support and encouragement have been instrumental in our success, and we are grateful for the opportunities to work together towards a common goal of fostering a thriving University of Waterloo community.

Thank you once again for allowing me to serve as your president. It has been an honor to be part of this journey with all of you. I am confident that WUSA will continue to thrive and make a positive impact in the years to come.

Stephanie Ye-Mowe
WUSA President, 2022-2023



Executive Summary

As a not-for-profit organization which serves as the official collective voice and legal representative of undergraduate students at the University of Waterloo, our mission is to serve, empower, and represent students. This report outlines our organizational achievements over the past year in the pursuit of this mission. From large-scale initiatives to daily operations and services, WUSA continues to impact not only students, but the university community as a whole.

Much of our impact is rooted in our advocacy priorities: Housing, Equity and Accessibility of Education, Educational Quality, International Students and Affordability. From consultations, reports, working groups and meetings with campus partners, we continue to ensure that these priorities are emphasized. We hosted events and created awareness campaigns on topics such as housing and consent culture, participated in a variety of committees and working groups and supported the launch of the Inclusive Washroom Project.

Beyond the walls of the University of Waterloo, we continued to build relationships with local stakeholders such as the Conestoga Students Inc and a diverse range of municipal, provincial and federal politicians. We also continued to build a stronger relationship with the Ontario Undergraduate Student Alliance (OUSA) by supporting consultations for their policy papers and participating in their Student Advocacy Conference.

Aside from advocacy work, our impact this year was largely seen through our commitment to providing students with new and exciting events during Orientation and Welcome Week. We created a positive, fun and social environment for students to welcome them back to campus.

In terms of day-to-day operations, we continued to involve students in all areas of our organization and provide our student part-time staff and co-op students with professional development opportunities throughout the duration of their roles and appreciation events to recognize their contribution to the organization. In addition to providing students with opportunities, we strive to build a community for and with them through supporting Faculty Societies, Student-Run Services, Clubs and an engaging social media presence. The services we provide to students such as FedBus, GRT UPass, Health and Dental Plan, Legal Services and Flock Stop are impactful too, as they are instrumental in providing students with affordable supports and services.

One major achievement this year was the launch of our Representative Survey Platform, which will enhance our ability to listen to student feedback, make changes to the above services and help us make impactful decisions for the students we represent.

Overall, this report should serve as an extensive and comprehensive summary of the continued success of WUSA and our vision for the future.

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Who we are

The Waterloo Undergraduate Student Association (WUSA) is a not-for-profit organization which serves as the official collective voice and legal representative of undergraduate students at the University of Waterloo. Since 1967, our student-led organization has provided undergrads with the services and support they need to reach their academic goals and make the most of their university experience.

We advocate for our members to ensure that they receive an accessible, affordable, accountable and high quality post-secondary experience. By bringing recommendations to the university and all levels of government, we ensure students' voices are prioritized among decision makers.

Previously, WUSA was made up of a Students' Council, Board of Directors, and Executive team which worked together to steer the direction of WUSA and made sure the collective voice of undergrads was heard. In September 2022, we shifted from this bicameral model to a single elected Board of Directors which now guides the organization's strategic and advocacy goals. As always, our team of over 50 full-time staff are committed to supporting the ambitions of these student leaders and change-makers.

Our mission is to serve, empower, and represent the undergraduate students at the University of Waterloo.

Our vision is to support a united and empowered undergraduate community where students pursue both learning and personal fulfillment and provide a campus with diverse and numerable opportunities for pleasurable and meaningful life experiences.



Our 2022-2023 Board of Directors

This group of dedicated individuals is responsible for overseeing and guiding the direction of the organization and holds WUSA accountable through direct engagement with full-time staff.

President



Stephanie Ye-Mowe
(she/they)

Vice President



Denver Della-Vedova
(he/him)



Directors-At-Large



Chen Chai (he/him),
Software Engineering



Rania Datto (she/her),
Legal Studies



Catherine Dong (she/they),
Math



Marie Jolicoeur-Becotte (she/her),
Health Studies



Daud Khan (he/him),
Systems Design Engineering



Jay Lan (he/him),
Math & Business Administration



Karen Nguyen (she/her),
Health Studies



Matthew Schwarze (he/him),
Math & Business Administration



Naman Sood (they/them),
Computer Science



Angela Souza (she/they),
Biomedical Engineering



Jeff Zhu (he/him),
Computer Engineering

What We Accomplished

The mission and vision that guide our work are admittedly broad in many ways, which is why we have a [2020-2025 Long Range Plan](#) to help turn our values into more actionable goals. Below are the five commitments that we pledged to prioritize over this five-year period and the initiatives we have taken on to work towards them so far:



More accessible for students to engage with WUSA



Continue to build campus engagement



Support personal and professional growth of students



Continue to serve students efficiently through services



Continue to increase student supports

1. We will make it easier and more accessible for students to engage with WUSA and our constituency societies.

A Create a member management system to improve our connection with students, and allow members to document their experiences with WUSA.

- We continue to explore options to implement this program in the most meaningful way for students and the organization. Stay tuned for more updates in the coming year.

B Review and implement recommendations from equity and governance audits to ensure WUSA is a place where every student can safely engage.

- In September 2022, we implemented the new governance structure based on the recommendations presented in the [WUSA Governance Review](#). Since then, we have continued to implement this structure.



Continue to engage and partner with our constituency societies and satellite campuses to support student-run programming.

- Our Orientation team supported student volunteers on the Cambridge Campus and sent swag kits to the Kitchener Campus to welcome new students
- Our commercial operations team supported the University of Waterloo's first fully self-serve **Micro-Market** on the Kitchener Campus
- We visited Cambridge and Stratford campus in September to engage with students through intercept surveys
- In January 2023, we initiated the "**Supporting Stratford Project**" where we completed focus group with GBDA students to learn more about their experiences, particularly with transportation and housing
- Our communications team also filmed and edited a **video intercept** with GBDA students to use for a social media campaign
- The **new events calendar on wusa.ca** allows societies to sell tickets and market their events to a larger audience

Dimplement a Student Research Program to provide meaningful roles for students and increase capacity for data collection to better understand our membership base.

- In January 2023, we launched the **Representative Survey Platform**, a program whereby a representative sample of undergraduate students are selected to answer a series of surveys throughout the term. The information that students provide through these surveys will be used to inform changes to WUSA services, guide our advocacy efforts and help us make impactful decisions for the students we represent.



2. We will continue our commitment from our last strategic plan to build belonging and campus engagement.

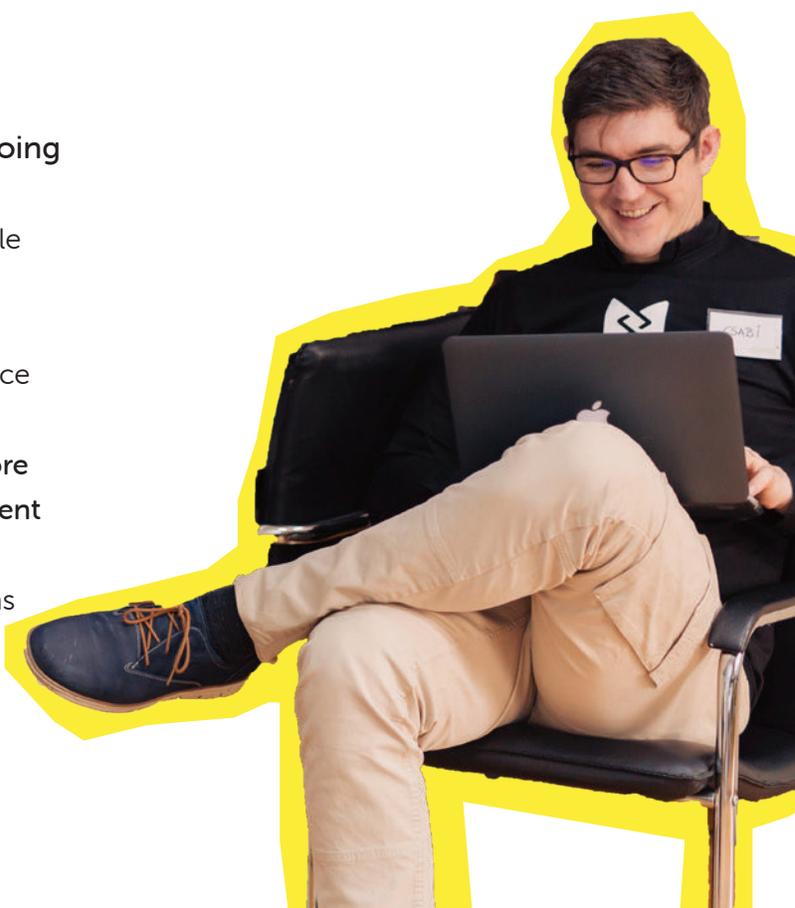
- Our student-run services have continued to engage students by hosting in-person events and through re-opening the **Bike Centre** and launching **WUSA Thrift**
- We have seen a record number of **WUSA Clubs** operating and hosting events this year. Through clubs, many students have been able to find the connection that was lacking during COVID
- Our Events team returned to hosting **in-person events** that contributed to community building on campus
- We made connections with **Elections Ontario**, political parties and other institutions to increase student engagement with the provincial election in June
- We hosted a **candidate social** event to support student engagement with the municipal election in October

A Identify and address barriers to democratic participation and employment for marginalized students and staff to ensure greater accessibility of full-time, part-time, and volunteer roles

- We continue to provide **paid coordinator roles** for our Student-Run Services
- We now have our **Board meetings live on YouTube** for students to join in or listen to. Board members are also able to call in remotely to meetings.

B Continue to expand and improve our Clubs Administration System by adjusting to the ongoing and changing needs of student clubs

- We **updated clubs.wusa.ca** to be more accessible and aligned with WUSA branding; this included the addition of features such as a finances view, centralized club resources, ticketing, e-commerce and office 365 offerings
- Our research team completed a project to **explore the operations of on-campus clubs within student unions across Canada**. This will help to inform how WUSA can better support our clubs in terms of booking arrangement of services, optimizing volunteer systems, and providing more physical spaces.



Continue to expand WUSA services and operations beyond the Student Life Centre to meet students where they are, whether online or on campus

- Our Marketing team has been experimenting with different **digital screen content**
- We have **expanded our Food Support Service** to include all satellite campuses
- Our Student-Run Services have focused on creating events and programming outside of the SLC such as **Yoga and Fun nights** in Athletics spaces
- We conducted an **environmental scan and survey** to help our commercial operations team plan for the future of our convenience store within the SLC and beyond
- Turnkey now has a **live chat option** available from 8am-9pm that can assist students with questions virtually from anywhere they are.
- We brought our **Warrior Breakfast** to satellite campuses in the fall term and hosted Satellite Campus Lunch in the winter term.

“

I am proud of the organization and what it does, along with what I've accomplished with WUSA. I gained many new experiences, and this makes me proud as I am working for an organization that cares about my needs.

(Student Staff, Summer 2022)

”



3. We will support the continued personal and professional growth of our students and staff by offering worthwhile roles and opportunities

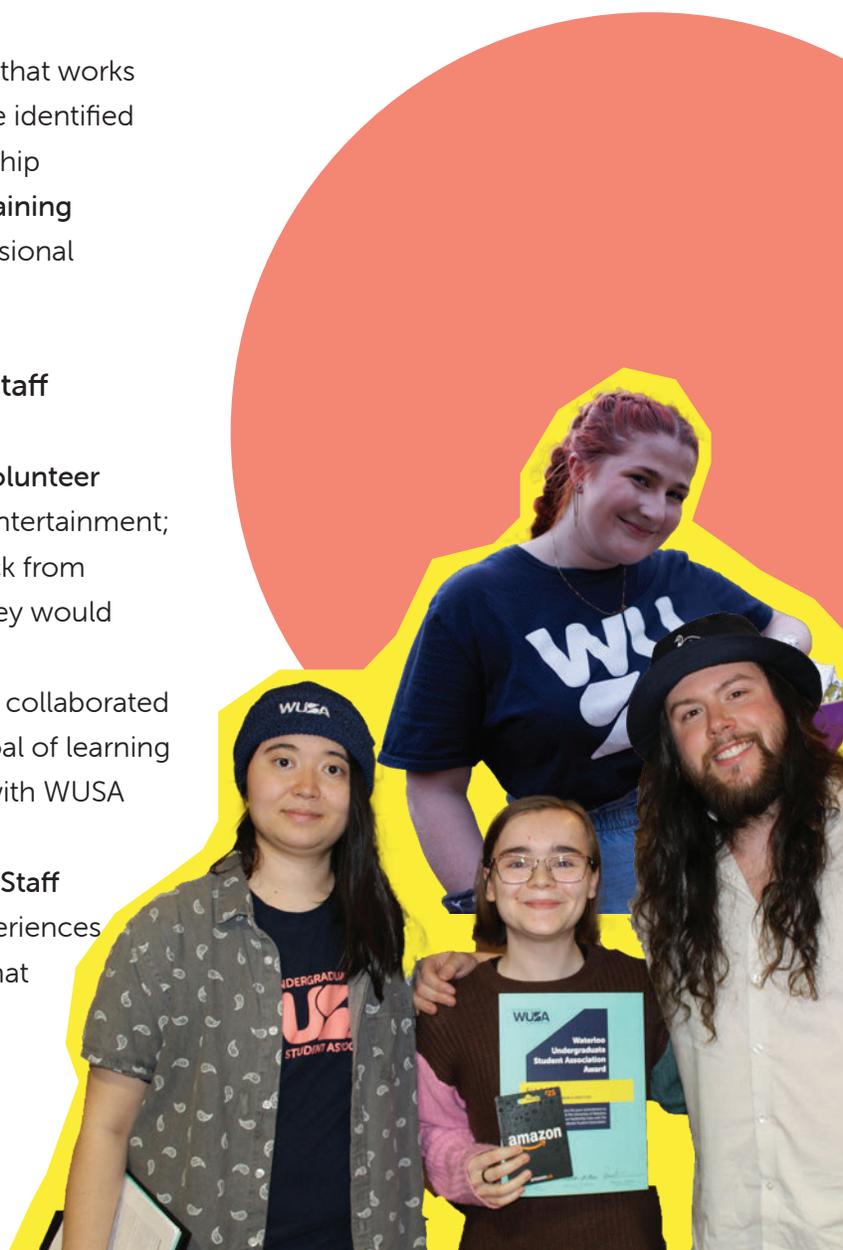
- Our Orientation team members had the opportunity to participate in the NODA Conference and participated in training on topics such as accessibility, inclusivity and sustainability
- We sent **11 students** to OUSA's General Assembly in the Fall and Winter terms
- Our Clubs team added a **new co-op position** and two new part-time staff positions
- Our Commercial Operations team hired and trained over 50 part-time staff, most of whom had never worked before and as such, helped them **develop skills necessary for future opportunities**

A Engage full-time staff to support student initiatives and student professional development, including through mentorship and training

- Our marketing co-op students **shadowed full-time staff** in client meetings to help develop their own confidence in handling complex business relationships
- We hired a **Services Support Specialist** role that works with specific student-run services who have identified an increased need for support and mentorship
- Our Advocacy team created **stakeholder training** for Board Members to enhance their professional development in this area

B Invest in genuine and frequent volunteer/staff appreciation and recognition

- We continue to design and host a **termly volunteer appreciation** that includes gifts, food and entertainment; we also sent out a survey to gather feedback from students about what type of recognition they would prefer in the future
- Our Research Team and Campus Life Team collaborated on creating a **Volunteer Survey**, with the goal of learning about students' experiences volunteering with WUSA Student-Run Services
- We continue to put out our termly **Student Staff Survey**, which helps us understand the experiences of our PTS and Co-op students to ensure that they can voice their feedback and have a meaningful experience while working with WUSA



Recognize our staff as a limited but valuable resource in serving students; uphold their health and wellbeing by committing to reasonable workloads, and offering support from leadership when needed

- Hiring the Services Support Specialist and more positions with Clubs has helped reduce the overall workload of students
- We have continued to offer a hybrid working model for staff where possible, without compromising our service to students
- We increased our Staff Wellness Benefit and expanded our definition of wellness

Commit to organization-wide anti-racism efforts and training to ensure equity relationships with staff and students and overall, within our culture

- Student-run services support staff have continued to **learn and unlearn** through training and building connections on campus with EDI-R and the Office of Indigenous Relations
- Each term, full-time staff are made aware of, and encouraged to participate in training offered by EDI-R
- Our Advocacy team has begun the process of **developing accessibility and equity training** for staff

“

[WUSA] is a good organization with lots of learning and growth potential.

(Student Staff, Fall 2022)

”



4. We will continue to serve students with efficiency through our commercial services and operation of the Student Life Centre

- We completed planning for our **new food outlet**, Chaska, this year and it is set to open in August 2023
- We opened **new study space** for students on the third floor of the SLC
- We completed a **renovation of the second and third floor** of the SLC including new carpeting and paint to refresh those areas

A Prioritize the Lounge Plan

- The former Bombshelter Pub space has been **adapted into a student lounge** that became available to students as of May 1, 2023
- We completed a **Student Fee Environmental Scan** to explore fees that are charged by similar-sized student associations to help inform WUSA's funding strategy for the Lounge Project.

B Provide quality, student-funded spaces by reviewing space agreements with a student focus

- The **SLC Strategic Plan** was approved, and students will start to see changes based on its direction in the coming year.

C Build infrastructure that supports successful student papers on campus and online

- In September 2022, we continued with the Student Publications Project by **conducting focus groups** with students to gather more information about how to make Imprint more engaging
- With feedback from focus groups and other research, a new direction has been set for the future of Imprint. The visual brand work for the changes is complete, and the new format will start to rollout during Spring and Fall 2023

D Maintain a sustainable financial position through improved Board oversight

- Our Accounting Department continues to ensure **ongoing fiscal stewardship** through appropriate approval levels, internal controls, budget vs. actuals monitoring and cash position.



I work with great people who care about providing students with information about what's happening on campus.

(Student Staff, Summer 2022)



5. We will continue to increase student supports

A Continue to support constituency societies and student-run services organizing events and supports for students in their communities

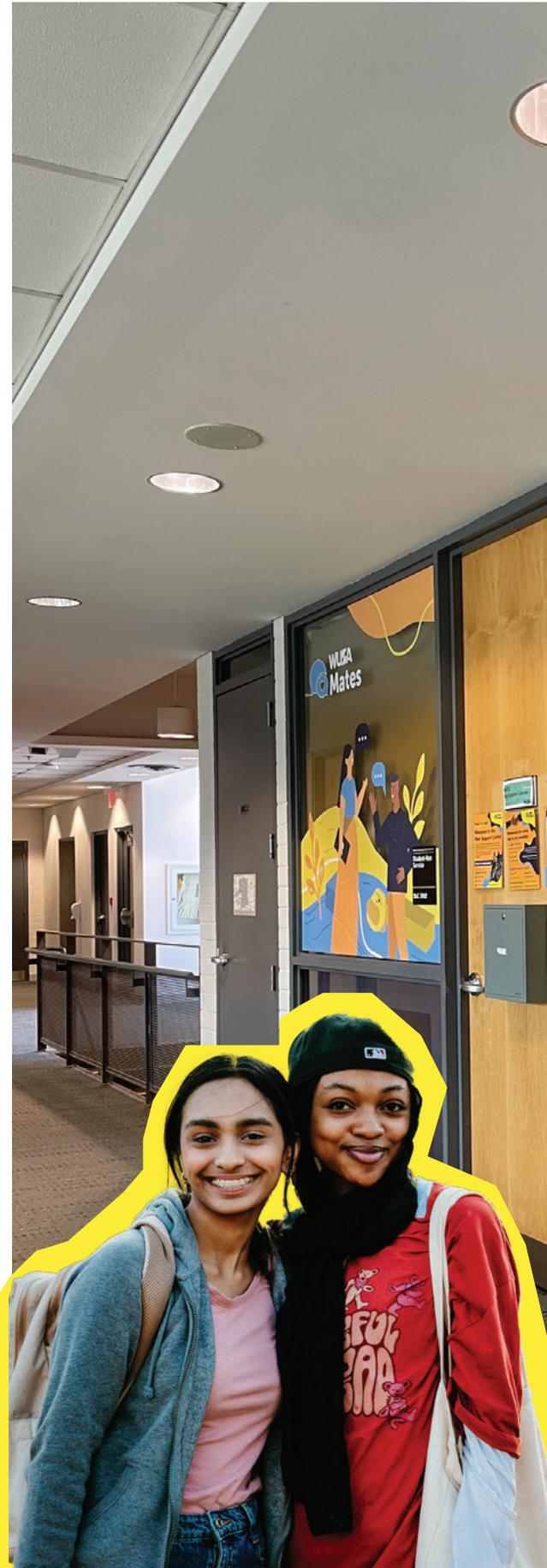
- Our Marketing team supported the Women's Centre with publishing **Voices**, which had over 50 submissions from student writers and authors
- We supported over **1000 student society events** this year
- We supported over **500 student-run services** events this year and relocated services to **more visible and accessible locations** within the SLC
- Our Advocacy and Campus Life teams continue to work together to brainstorm pathways for interacting with **services and their advocacy efforts**

B Evaluate services and programs to best support the needs of the student population, emphasizing supports for racialized, marginalized, and international students

- We supported the **Inclusive Washroom Project** in partnership with Glow and the EDI-R Office
- We supported the **Women's Centre Menstrual Accessibility Survey**, which aims to help inform advocacy efforts on the topic throughout campus.
- We completed consultations to understand two important experiences: **2SLGBTQ+ Students and Student Access and Disability Inclusion**. The resulting policy papers will inform provincial advocacy through OUSA.

C Engage alumni to support student-run funds and projects, and contribute to our community

- Both Mates and the Food Support Service engaged with Alumni for support and are in the process of planning a social event in the coming terms
- Our Advocacy team began the process of planning an **Alumni Executive Engagement** event



Advocacy Priorities

In addition to the five commitments outlined in the Long-Range Plan, we also have specific advocacy priorities that guide our work. While these are not exhaustive, they identify which issues should be prioritized when we engage with the university and all forms of government.

Housing



We completed an **environmental scan on the topic of Student-Owned Housing**. This was developed in response to students urging WUSA to take more concrete steps in addressing housing concerns in the Waterloo region through investing in student-owned housing within the city of Waterloo. This scan explored similar initiatives and case studies throughout Canada and the United States to help inform WUSA's next steps in addressing affordable housing in Waterloo.



We hosted an **event with Studentcare called "Roofs, roomies, and rules – Know your rights!"** The event's objective was to raise awareness and advocate for undergraduate students to understand their tenant rights. This allowed students to engage with the legal service provided by Studentcare in person and share knowledge regarding their rights.



We partnered with the **Waterloo Town and Gown Committee** on a survey to collect feedback on student housing experiences. The will data help us measure the scope of present and future issues around housing in the City of Waterloo.

Equity and Accessibility of Education



We conducted focus groups with undergraduate students to understand two important experiences: [2SLGBTQ+ Students](#) and **Student Access and Disability Inclusion**. The results of these consultations were shared with OUSA and have helped them develop policy papers to inform provincial advocacy. This will help ensure students have an equitable and safe education across Ontario.



WUSA collaborated with Glow and the University of Waterloo EDI-R Office on the **Inclusive Washroom Project** to expand all-gender washroom options on campus. We supported the conversion of over 57 washrooms on main campus to ensure that wherever possible, every building on main campus contains all-gender washroom options.

With the shortened governing year and extenuating circumstances, the International Student portfolio was not advanced in an impactful way.

Educational Quality



One major project we were involved in this year related to educational quality was the **Digital Learning Strategy Working Group**. The Provost created a committee to support the development of a university wide [Digital Learning Strategy \(DLS\)](#). The DLS will provide the University of Waterloo with a high-level strategy to guide and influence decision-making surrounding all aspects of digital learning and teaching. Of course, there is a lot at stake for students when it comes to digital learning, which is why WUSA President, Stephanie Ye-Mowe was appointed to represent the voice of undergraduate students on this committee. WUSA conducted **consultation focus groups with undergraduate students** to ensure their perspectives were considered in the establishment of this strategy.



We supported OUSA in developing their policy paper on the topic of [Teaching and Assessment](#) by conducting focus groups with undergraduate students.

Affordability



The first survey through the Representative Survey Platform was on affordability. The results will help WUSA learn what we can do to better support all undergraduate students in making their time at the University of Waterloo more affordable.



We supported OUSA in developing their policy papers on the topics of [Student Entrepreneurship](#), [Employment & Employability](#), Tuition and [Ancillary and Incidental Fees](#). All these papers will inform provincial advocacy regarding making post-secondary education more affordable.

Advocacy Campaigns & Initiatives



WUSA representatives served on **17 University of Waterloo and municipal committees**.



WUSA engaged with over **20 municipal, provincial, and federal politicians** to share student concerns.



Reclaiming the RedZone – We launched an educational campaign to raise awareness about the “Red Zone” which is the period of September 1 to October 10 where students are statistically more likely to experience sexual assault and violence. We also extended this messaging into the winter term, to ensure student safety remains a priority on campus.



Consent Week – We developed a campaign to raise awareness about the importance of consent culture on campus and to promote safety on campus.



WUSA participated in the **OUSA Student Advocacy Conference** where student leaders representing over 150,000 undergraduate students from across Ontario met with 31 MPPs from four political parties to discuss the future of post-secondary education in Ontario and advance OUSA's advocacy priorities.

Back to Campus

In September, we saw a return to in-person Orientation and Welcome Week, full of new and returning events and activities for students. We know that providing offerings in-person has a positive impact on students, so it was all-hands-on-deck for WUSA as we welcomed students back and provided them with the social connections they had been missing over the last few years.

First-Year Orientation ran **100+** individual events over 10 days in September.

Across all 9 events for the Fall 2022 term, we interacted with a total of **9315** individual students

We developed a new Orientation play called



Across all 9 events for the Winter 2023 term, we interacted with a total of **2143** individual students



I feel like the work I do is impactful, and I can see it in the people I work with every day.
(Student Staff, Summer 2022)



Sex Toy Bingo

Ice Cream Social

Drag Show

Carnival

Therapy Dogs

Warriors Breakfast

Trivia Night

Year at a Glance

Big and small, all the work we do at WUSA helps enhance the student experience. Here is a snapshot of the impact that we have on students.

Student Involvement

Job Board

48 part-time positions and 105 volunteer positions posted with a total of 2049 applications.

Volunteer Staff

885 each term plus an additional 1000 throughout the year for orientation.

Elections

WUSA supported a total of 48 student societies, club and WUSA general elections.

Co-op Students

14 each term.

Part-time Staff

165 each term.



Building Community

Societies

Supported over 1000 society events.

Clubs

190+ active clubs and supported a total of over 1,700 club events.



Student-Run Services

WE MOVED! This year, our student-run services moved their offices to the third floor which has resulted in increased visibility and as a result, more engagement from students at-large. Both students running and accessing the centers have shared that they find their new spaces to be more inviting and welcoming while simultaneously being easier to access and closer to amenities such as washrooms and elevators. This move has also presented better opportunities for collaboration and connection between the different services in-person. Check out what they have been up to:



\$6,609.20 in total sales, 66 bike rentals and 32 auction bikes resold.



1773 hampers given out.



1100 attendees across 140 events, 1500 visitors and 130 hours of peer support.



Hosted 5 bus trips with 300 attendees total, 15 events hosted with 800 attendees total.



2340 peer support hours, 812 visitors throughout the year.



Engaged with 1700 students during Orientation week, maintained a relationship with 500 students over the year through 20 events.



Sold over 3500 pieces of clothing and accessories, \$12,653.17 in total sales.



Voices Publication released, hosted 18 events with over 700 attendees.



18 events with over 800 attendees total, 756 visitors.



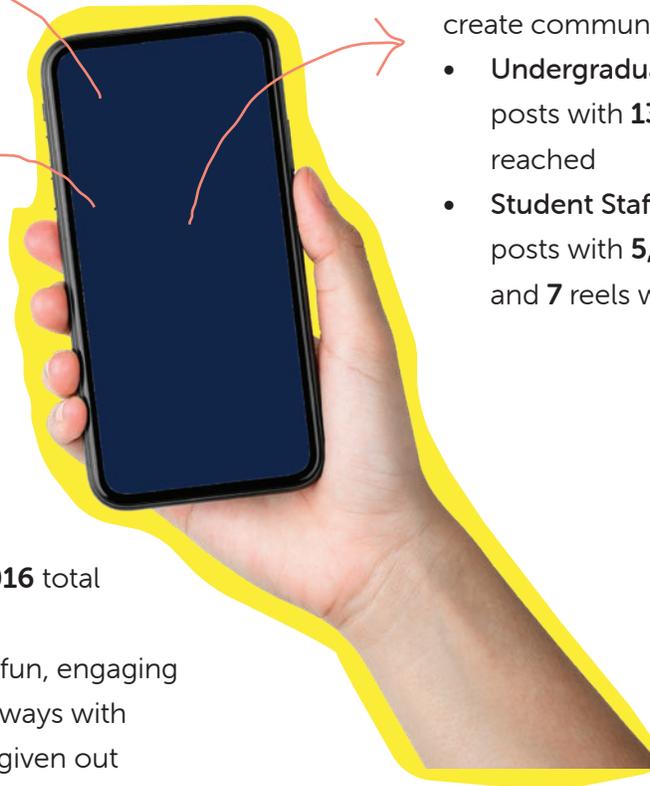
@yourWUSA Social Media

Through effective digital communication, our goals are to raise awareness of WUSA, our advocacy efforts and how we support students as well as cultivate community through events as well as job and volunteer opportunities.

Instagram – saw a total increase in followers of **3,600**

We enhanced our strategy to increase engagement.

- More natural photos to take advantage of an algorithm switch – **10** grid posts, **74,397** accounts reached
- More reels to promote WUSA priorities while increasing engagement – **13** reels with **148,016** total views
- More use of giveaways to provide fun, engaging content to our audience – **5** giveaways with **12,348** total entries and **38** prizes given out



We implemented more Campaigns to create community on the platform.

- **Undergraduate Stories** – **30** grid posts with **137,071** accounts reached
- **Student Staff Spotlight** – **2** grid posts with **5,207** accounts reached and **7** reels with **59,304** total views

“

I'm really proud of working with WUSA this term and meet[ing] new people. I'm happy to support students coming to me.

(Student Staff, Summer 2022)

”



Providing Services

Introducing: Flock Stop



We made an interim brand change to our convenience store in the SLC.



We introduced new food offerings such as new cold entrees, sushi rolls and hot entrees as well as slushies. We continue to bring in new market products to offer relevant products to membership.



We serviced over **400,000** transactions through our Commercial Operations.



We sold over **700,000** products to members.



A deal was provided to customers on **70%** of operating days.



We provided over **\$240,000** in savings for our members based on average price being 10% more affordable compared to competitors.



Turnkey Desk



Provided a total of **21,081** FedBus Trips.



Sold a total of **18,356** Go Transit Trips.



25,876 Study Room Bookings in the SLC for a total of **59,559** hours used.



Listening to Students



We engaged with students through 12 focus group sessions across three different projects.



We engaged with over 800 students through in-person intercepts.



We put out 12 surveys for a total of 3025 student responses.



We had 111 students participate in our **General Meeting** on March 21. We heard several motions presented by students, with two resulting in further research and action.

We launched **Survey Sundays** on Instagram – weekly polls and quizzes on stories that helped collect data from hundreds of students every week.



Through over 6000 total votes, we listened to student feedback on a variety of topics such as a new FedBus destination and future events. The results are shared with stakeholders to help inform changes at WUSA.



Representative Survey Platform

The Representative Survey Platform (RSP) is a program where a representative sample of undergraduate students is selected to answer surveys. There are two surveys available to participate in each term, and students are compensated with \$15 after successfully completing both.

We launched the program in January 2023 by sending out email invitations to 2243 randomly selected undergraduate students. We received a total of 508 completed sign ups, resulting in a sign-up rate of 22.6%.

The first survey went live in February and was on the topic of Affordability. This survey received 345 completed responses for a 67.91% response rate. In March, the second survey went live and was on the topic of Advocacy and Engagement. The survey received 320 completed responses for a 62.99% response rate. The information obtained through these surveys will be used to inform changes to WUSA services and help us make impactful decisions for the students we represent. You can view the full results from these surveys by visiting the [Research and Consultation page](#) on wusa.ca.

Behind the Scenes

WUSA's impact is made possible by the demanding work from our full-time staff, co-op students, part-time staff, and volunteers. Here are a few things we changed this year that while not obvious, have significant impacts on how we operate and serve students efficiently and effectively.



Re-branded **student-run services** to visually align them with WUSA and increase student awareness of them.



The Board approved our new [Policy Manual](#), which is integral to the success of our governance structure to guide us moving forward.



Brought back the **poster-run on campus** to help raise awareness about events and opportunities.



Created a more **efficient check-in process** for events.



Launched **wusa.ca** which included the development of over 130 custom-built web pages, including an enhanced events page, which has supported our student groups with increasing awareness of and engagement with their events.



Moved to Jira for our ticketing system.



Re-designed **vote.wusa.ca** and **clubs.wusa.ca** to make them more efficient and user friendly.



WUSA is an inclusive organization with a focus on education, personal development, and growth. It offers many supports and options for students to make the most of their time at UW.

(Student Staff, Fall 2022)

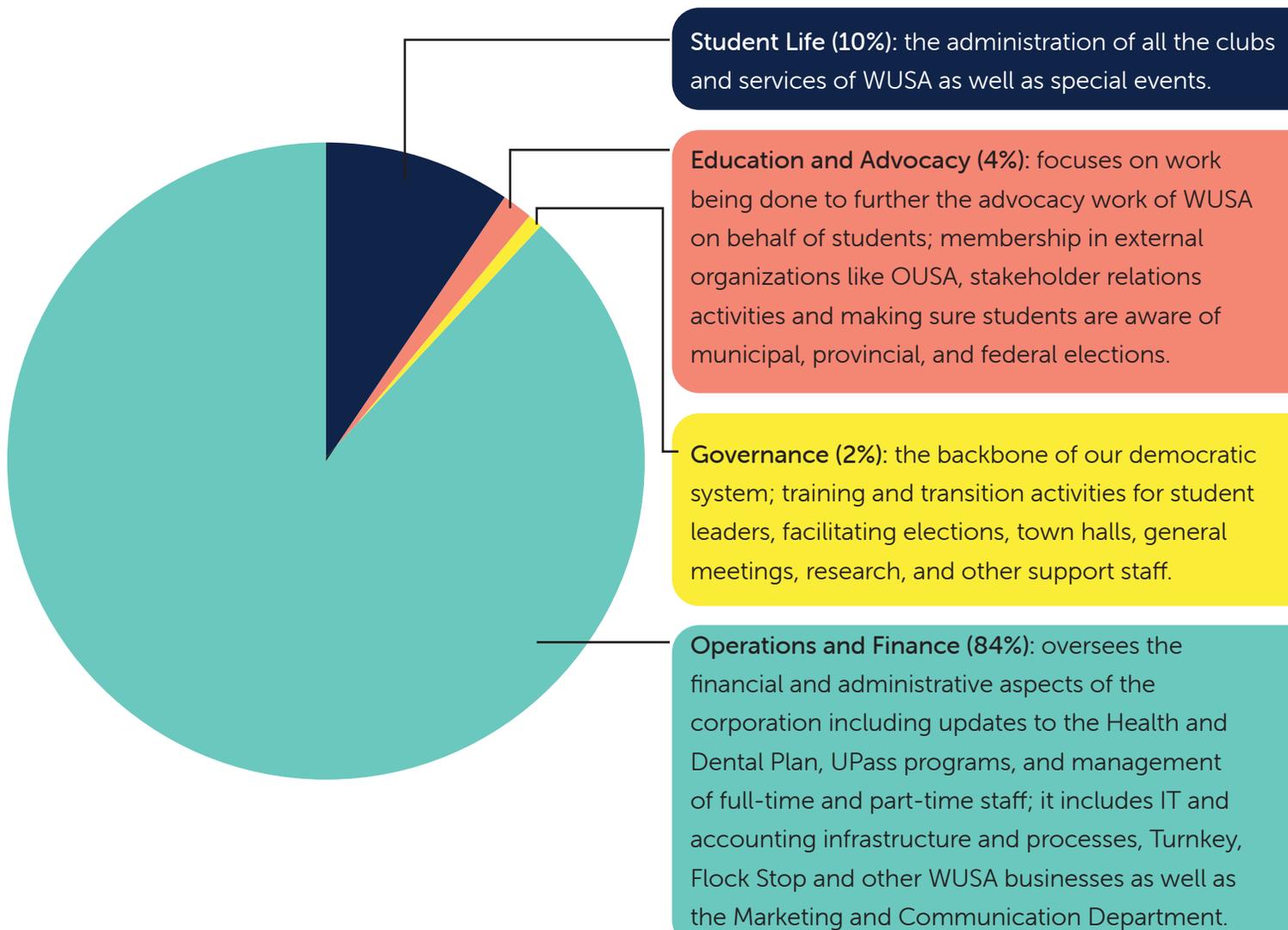


Financial Transparency

We recognize the financial burden that post-secondary education places on students and want to make students understand how their student association fees are being spent to provide them with the best support and experiences during their time as an undergraduate at UW.

Budget and Fees

The Waterloo Undergraduate Student Association Fee is a non-refundable amount paid by every undergraduate student. The fee is sub-divided into Student Life, Academic Support and Advocacy and Operations Fees. The fees are divided among the various departments to support the organization. You can [follow this link](#) for more details about WUSA's 2022-2023 operational budget. The following breakdown outlines the plan of spending for the year:



Additional Fees

Undergraduate Student Capital Program Fee supports the maintenance, deferred maintenance, renewal, capital improvement, and future expansions for the SLC and other student common areas across all campus.

Society Membership Fees support fun, faculty-specific events and initiatives.

Waterloo Undergraduate Student Association Administered Funds are a suite of fees, some optional, which provide several services and programs to undergraduate students such as the Health and Dental Plan, Legal Protection Service, GRT UPass, EmpowerMe, Imprint and the Student Refugee Program. [You can visit our website to learn more about these fees.](#)

Fiscal Stewardship

- 2022 Revenue = \$7,647,615
- 2022 Expenses = \$7,000,590
- 2022 Excess Revenue over Expenses = \$647,025
- 2022 Investments = (\$222,989) loss

With such a large annual budget, it is important for the longevity of our organization that our Board of Directors, Executive Director and Accounting Team remains committed to efficient and responsible financial decision-making and use of organizational resources. This fiscal stewardship is maintained through appropriate approval levels and internal controls.

Every year, WUSA contracts an independent auditor to perform an audit on its financial statements to ensure that they are free from material misstatement. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements, including the assessment of the risks of material misstatement. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements. You can find the most recent Independent Auditor Reports by [following this link](#) to our website.



The people I work with have been a great support and it's been a good learning experience.

(Student Staff, Fall 2022)



Challenges & Looking Forward

Our transition to a new governance structure was a transformational change for the organization throughout the past year. We can already see the ways in which the transition has made the organization more accountable through direct reporting to Board as well as making it more accessible to students. However, this is not to say that there have not been challenges along the way as well. The organization dealt with some significant staffing shortages and vacancies, which created workload pressures for many full-time staff and prevented us from exceeding in some areas.

This year was also a learning process as we attempted to figure out what students wanted (and needed) in the wake of COVID-19. All departments within WUSA faced challenges in this area as many staff had to be re-trained and supported as they began working in the office again. This was particularly evident for our Student Life Centre team, as they were faced with the large task of normalizing operations, which ranged from events for our student groups, convocation, open houses and improving building cleanliness. For our Commercial Operations team, it was difficult to predict what a return to campus would mean in terms of customer counts and student needs. This challenged the team to adapt, hire, train and implement new systems and offerings to meet the increased demands from our members. Our Campus Life team was challenged with keeping up to increased need and support from students to operate in-person again. Both our Orientation and Events teams had to re-envision how to welcome students back to campus. For Clubs, this meant finding adequate and affordable event space for much-needed in-person events and keeping up with onboarding new club executives.

We know that because of these challenges, we did not always get it right the first time and we recognize the mistakes we have made along the way. We are looking forward to a year of increased operations in-person and even more support for students. Behind the scenes, IT is looking forward to a FedBus redesign, growing their department and replacing the room booking software for the SLC. Our Commercial Operations team hopes to continue to expand upon their strong foundation to build even more modern offerings to students and enhance our student-focused catering services to ensure all groups have access to fresh and accessible offerings to support campus events and initiatives. Our clubs team hopes to expand our offerings and supports for student clubs. We hope to continue to work on how to approach advocacy in the new governance model and ensure that we are asking students the right questions to make decisions on their behalf and building in opportunities for students to be engaged in this work.

How to Connect with Us

Stay up to date and connected with WUSA throughout the year by checking out wusa.ca and our @yourwusa social media for information on important events, updates, and opportunities:



Stop by the **Turnkey Desk** in the Student Life Centre or Student Life Centre, Room 1116 University of Waterloo Waterloo, Ontario N2L 3G1



If you have any general inquiries, feel free to fill out our [General Inquiry Form](#) and we will be in contact with you ASAP!

Want to provide feedback on experience or satisfaction levels with a product, service, or position WUSA may be taking? Leave us a note on our [Feedback Form](#).

