

Goal Setting

2017-2018 AMS Executive

Produced By:

Alan Ehrenholz

President

Daniel Lam

VP Academic and University Affairs

Pooja Bhatti

VP Administration

Alim Lakhiyalov

VP Finance

Sally Lin

VP External

Marium Hamid

Student Services Manager

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Introduction

Executive goal setting has become, and will continue to be, a key priority for the AMS as a society at the beginning of each council year (May-April). Involving Council throughout the goal creation practice is imperative in integrating Council into setting the direction of the society.

This process, which involves each Executive and the Student Services Manager, is imperative to setting the priorities for each portfolio for the coming year. Councillors need to play a large role in this process due to their fiduciary duty to the AMS. If the portfolio goals are accepted, by resolution of council, these goals form the year long direction of the Society.

This document will provide detailed information on the goals of the following:

- The Executive Team,
- The President
- The Vice Presidents, and
- The Student Services Manager

The 2017-2018 AMS Executive has undertaken the goal setting process throughout the first two weeks of May 2017. In following internal policy I-9, this document will be presented to Council at a Council meeting in May (May 17th to be precise). The policy is attached as an appendix to this report, to be used by Councillors to judge if the goals set forth by the Executive align with the policy.

If you have any questions regarding the contents of this report, please do not hesitate to reach out to any of the following individuals for clarification.

Alan Ehrenholz	president@ams.ubc.ca	604-822-3972
Daniel Lam	vpacademic@ams.ubc.ca	604-822-3092
Pooja Bhatti	vpadmin@ams.ubc.ca	604-822-3961
Alim Lakhiyalov	vpfinance@ams.ubc.ca	604-822-3972
Sally Lin	vpexternal@ams.ubc.ca	604-822-2050
Marium Hamid	services@ams.ubc.ca	604-822-9949

Executive

The 2017-2018 AMS Executive realize the importance of having team wide goals that the group collectively pushes forward. These goals serve to bind together the individual goals of the executive, as well as:

- Move the Society forward in a meaningful and impactful way, and
- To create a cohesive, unified AMS, constituting of the Executive, student staff, and permanent staff.

Collectively, the executive has agreed to prioritize the following as team wide goals.

AMS Strategic Plan

The AMS Strategic plan has come to Council in its third draft, and has had the focus areas and values approved. The first stage of this goal will be to explain these key items in more detail. Both the focus areas and the values need to be clarified so that all AMS members can understand the direction of the society upon reading the plan.

Continuing, the next stage of development for the strategic plan is to create an operational plan based on the core values and focus areas that are identified in the plan. This will be done in conjunction with the various levels of staff that work for the AMS. By building the operational plan from the bottom up, as opposed to the top down, there will be a higher level of buy in from all levels of the AMS.

Finally, as with all AMS functionalities, relevancy to students is a top priority. A commitment of this executive is to conduct student consultation, which will provide valuable input into updating the strategic and operational plans in 2018.

Timeline

May-June 2017

- Increase level of detailed explanation in the strategic plan,
- Send the strategic plan to the department staff of the AMS to begin development of the operation plan.

July-August 2017

- Finalize detail in strategic plan, return to Council at the end of August,
- Complete first draft of operational plan for submission to Council.

September 2017-March 2018

- Ensure activities of the Society align with the strategic plan,
- Implement operational plan across all aspects of the AMS.

March-April 2018

- Conduct student consultation,
- Review and update strategic and operational plans.

Key Performance Indicators

- 1) Present strategic plan in greater detail to Council
- 2) Inform Council of the operation plan
- 3) Conduct robust student consultation including online surveys and focus groups
- 4) Work with the 2018-2019 AMS Executive to update the strategic plan, and provide an outline of how to update the operational plan.

Internal Communication

Values: Collaborative, Progressive, Principled

Focus Area: Community, Support

The 2017-2018 AMS Executive has identified internal communication as a major key to having a successful year. Working together for the amount of time that the executive does, being open, honest, truthful, and trusting one another in our decision making is important for not only our ability to operate as a team, but to the success of our individual goals. This collaboration will lead to a more successful year for the AMS.

As well, this executive has identified collaboration on inter-portfolio projects as a benefit to the Society, not a hindrance. Utilizing each individual's unique skill set and experience will lead to innovation, creativity, and ingenuity in our day-to-day work, producing original and beneficial work for the student body. Maintaining a progressive approach, where we recognize each other's strengths and weaknesses, will allow us to best respond to the changing the needs of students.

Student Engagement and Outreach

Values: Collaborative, Data Driven, Affordability, Approachable

Focus Area: Community, Support

Engaging with students through effective outreach is a major key across all of the Executive portfolios in 2017-2018. This executive will be utilizing a data driven approach throughout the year. This will include working with the Communications Department to track Facebook data, as well as utilizing more formal survey data. Included in this goal will be to look into innovative methods of data collection.

Additionally, this Executive understands the importance of utilizing the constituencies and clubs that operate with the AMS, to assist in effective community outreach. The closer the relationships that the clubs and constituencies have with UBC students will be an asset that this Executive will utilize when undergoing student consultation and engagement.

Council Interactions

Values: Collaborative, Principled

Focus Area: Community, Support, Representation

By placing this goal in this document, the executive is placing a high importance on their relationship with Council. Creating an atmosphere of mutual respect, where both parties expect the highest effort and respect from one another, is first and foremost for this executive team. However, this does not only occur within the Michael Kingsmill Forum, it comes from every interaction of Councillors and Executive. Emphasizing this is an intermingled relationship, all members should be principled and open to collaboration throughout the school year.

AMS Community

Values: Principled

Focus Area: Community, Operational Best Practice

Having completed the governance review process, the Executive is placing a high level of importance on internal community development, including the elected executive, student staff, and permanent staff. Through both formal and informal means, the Executive will foster a positive, welcoming environment for all staff members to be a part of. Formal means will include staff socials and other events that are organized for the entire staff group. More informal means will include the Executive encouraging student staff and councillors to utilize the open office space within the AMS Offices and holding informal get togethers for staff members. As well, the Executive goals will be shared with the entire staff shortly after approval from Council, so that the entire staff can be aware of the direction of the Society.

President

The President Portfolio has written the following section of the executive goal setting document, and has followed the guidelines set out in policy I9.

Campaign Promises

The promises made during the campaign by the president, and how they will or will not be followed through on, are outlined in this section of the report.

AMS Strategic Plan:

For detail about the current strategic plan processes, see the *Executive* section of the report. The President's Office will also be developing a set of best practices for use of future AMS Executive teams in strategic planning processes.

Governance Review:

As the governance review implementation has been fully completed, this promise will not be talked about in further detail.

Student Life, Mental Health and Well Being:

This goal will be elaborated on further in the "Student Life on Campus" section of this report.

Sexual Assault Policy:

I will be a sitting member of the Search Committee for the Director of the Sexual Violence Prevention Response Office. I will work closely with the VP External Office, SASC, and the AMS Policy Advisor to ensure the student opinion is represented accurately in this search.

Carry Over Goals

The goals that the 2016-2017 AMS President outlined during transition as "incomplete" are described in this section. Additionally, an outline of how the goals will be followed through on this year is included.

Graduate Student Support:

Attend GSS Council meetings, and meet regularly with the GSS Executive, to provide effective and timely support to graduate students.

International Students Association:

Assisting the ISA in becoming an effective representative advocacy body for international students. This will be done by providing election support through simply voting platform, and assisting the ISA in making relationships with key groups on campus.

Grad Class Council and Nest Sign:

Hire/appoint the grad class council in a timely manner, with the first round of applications going out before the beginning of September. Subsequent rounds will occur if required. Finally, the money earmarked by the 2016 Grad Class Council for a "NEST" sign on the knoll will be used and placed by the end of 2017.

Time Capsule Burial and Book Launch:

The AMS time capsule burial will coincide with the launch of the AMS book written by Sheldon Goldfarb in the fall of 2017.

2017-2018 Goals

The goals of the current AMS President are below.

Councillor Support

Values: Collaborative, Progressive, Principled

Focus Areas: Representation, Support

Utilizing the Policy and Community Engagement staff member, the President's Office will be looking to provide additional support to councillors on two fronts: between the executive and councillors, and between councillors and the student body.

This staff member will be working to remove any perceived barriers between councillors and the executive. Over the course of the year, this staff member will be holding office hours for councillors to ask questions about topics in coming council meetings. Additionally, a councillor retreat will be held in late August or early September to allow for councillor bonding, and bringing in councillors who were not present during the summer sessions.

To support councillors in their work representing 3,000 UBC students, this staff member will be creating an engagement guidelines document for use by council members. Additionally, this staff member will conduct consultation with the student body throughout the first academic term to determine the best ways to connect council with students.

Executive Support

Values: Collaborative

Focus Area: Support, Operational Best Practice

The President and staff will work throughout the year to support the AMS Executives in their endeavours. This support will range from providing expertise on subject matter, directing executives to relevant support services, and/or providing additional resources as required. This will also include creating a positive environment in the AMS Office Space, so that all employees of the AMS feel that they work at a great organization.

Student Society Support

Values: Collaborative, Progressive, Principled

Focus Areas: Community, Support

The President's Office will work throughout the year with the VP Finance and the VP Administration to improve support for our constituency executives. This support will be determined by collaboration with current constituency executives, and be based on the report produced by the Ad-Hoc Committee on AMS' Relationship with Constituencies. Some ways the President's Office can offer assistance include:

- Holding informative and social orientation events in April (transition) and September (follow up),
- Consulting with constituency executives to create a handbook for distribution during orientation,
- By improving communication with constituencies, by utilizing the Blue and Gold Society and President's Council,
- By organizing socials for constituency executives throughout the year, and

- Furthering collaboration on graduation activities through the Grad Class Council.

Key Performance Indicators

- Hire all Council members by end of September 2017,
- Organize biweekly Blue and Gold Society meetings throughout the academic term, with minutes being sent to the Student Life Committee,
- Hold biweekly President's Council meetings throughout the academic term, with the minutes being sent to the Executive Committee,
- Support VP Admin in creation of a constituency executive handbook for April 2018,
- Support VP Admin in organizing monthly social events for constituency executives to relax and share new ideas.

Student Life on Campus

Values: Affordability, Approachable, Data Driven

Focus Area: Community, Support

The Student Life Initiatives member of the President's Office will be focusing on leading the Blue and Gold Society. The AMS hopes to use this group to provide support services to constituencies, facilitate multi-faculty events, and increase attendance at large scale AMS and UBC Events.

The Community Engagement Coordinator position will be working with UBC Recreation and Intramurals to run the annual Faculty Cup, among other tasks.

Key Performance Indicators

- Increased attendance at Homecoming 2017 from Homecoming 2016,
- Over 10,000 people in attendance at Homecoming 2017,
- Increased attendance at the annual Winter Classic,
- Regularly held Blue and Gold Society meetings lead to the organization of one (1) multi-faculty event,
- A well marketed Faculty Cup that includes 75% fully registered teams from all major constituencies.

University Representation

Values: Principled, Progressive, Collaborative

Focus Area: Community, Representation

With the University's new leadership undertaking a strategic planning process this year, it is imperative that the student voice be heard as a part of this report. The President commits to working with the entire executive team, council, and the student body to ensure that the changing student experience is sufficiently reflected throughout the report, so that it is entrenched in university decision making for years to come.

In addition, the President's Office will be working with UBC Administration and Athletics and Recreation to form and complete a Memorandum of Understanding regarding the new athletics fee that was passed by referendum this Spring. This process will be complete by the end of the academic term (April 2018)

VP Academic and University Affairs

Produced on the traditional, ancestral, and unceded territories of the xʷməθkʷəy̓əm (Musqueam) people in partnership with my Associate VP, Max Holmes, and the Vice-President, External Affairs Office.

Goals

Affordability for Students

Better Consultations on behalf of students

- Work with Governance Committee to develop an internal AMS Consultation Policy to solidify the AMS's response and direction to tuition consultations and other consultations that are given to the AMS.
- Working with the VP Students, develop sound tuition and policy consultation procedures between UBC and the AMS.
- With these changes, push for a revision of Policy 71.

Greater Advocacy for Affordable Textbooks

- Working with the VP External Office to expand the annual #textbookbrokeBC campaign with the Campaigns and Outreach Commissioner to make it more flexible and engaging to students.
- Working with the VP External to reach out to other student unions across BC and Canada to advocate for increased funding towards Open Education and Textbooks.
- Having the Associate VP continue last year's Open Educational Resources listening tour. To learn more about the different perspectives regarding Open Education Resources within each faculty at UBC.

Push for Financial Assistance and Support for Students

- Working with the AMS Policy Advisor, determine best practices for the allocation of the Excellence and Diversity Funds at UBC to best benefit students.
- Ensuring existing and new programs at UBC have adequate financial assistance programs for students.

Affordable housing for students

- Continue to look at alternative financing for new housing projects at UBC, with the goal of reducing the cost of housing for students in the long term.
- Create a greater relationship with the RHA to advocate for affordable housing

Greater Equity and Inclusion

Work toward supporting students with different needs on campus

- With collaboration with the Disabled Students Association and Access and Diversity, push for a revision of Policy 73
- With collaboration with UBC Equity and Inclusion as well as AMS Events, conduct a diversity review of AMS Events and Programming using relevant data in the Academic Experience Survey
- Work towards greater Indigenous engagement at UBC
- Continue to financially support and plan the annual Winterfeast and the

Nehiyopaskwaitsimowin Pow-wow.

- Host a Longhouse Lunch in collaboration with Indigenous groups to discuss ways the AMS could better support Indigenous students on campus.
- Sponsor and host the Indigenous Student Welcome Event.
- Expand AMS-supported Indigenous programming and start an Indigenous Speaker Series with collaboration with different Indigenous student groups on campus (FNISSA, Unceded Airwaves)
- Work with the Indigenous Students Commissioner to engage Indigenous students with the strategic plan, in hopes to make the priority of Indigeneity at UBC be validated by the Indigenous community at UBC.

Enhanced Student Experience

Work with Undergraduate Societies to help improve the student experience within each faculty as well as within the University.

- Work with the VP Academic Caucus to push for an expansion to mid-course feedback surveys across campus.
- Strike up the Interfaculty Working Group on Mental Health and Wellbeing alongside the LFS|US VP Academic to be used as an advocacy body for the AMS to the University with regards to issues associated with mental health and wellbeing.
- Have the Associate VP reach out with UBC faculty and undergraduate societies to begin development on a counter-course handbook for the 2018/2019 Academic Year that will give tips to new incoming students on how to succeed in specific courses they may see in their early UBC experience.

Push for UBC to Enhance the Student Experience

- Continue to work with the University to develop ways to better support student mental health and wellbeing, in an effort to reduce wait times at UBC Counselling.
- Sit on the newly established International Student Mental Health Committee to find ways to support international students in their mental health and wellbeing.
- Continue to push for an AMS seat on the UBC Strategic Plan Steering Committee.
- Work within Senate Teaching and Learning Committee to explore ways to implement Universal Design of Learning into classrooms.
- In collaboration with the VP External and pending potential new provincial legislation on student renter rights, push for amendments to the current UBC Residence Contracts to make sure that student renters in Student Housing have the same rights as those renting off campus.

Academic Experience Survey

- Present a report on AES data during the 2016/2017 school year to Council, in an engaging manner.
- Continue to use standardized questions in the Academic Experience Survey in order to observe trends in data over several years.

Timeline

Priority	Timeline
Better Consultations	<p>Internal Consultation Policy: May-August: Work with Governance Committee to develop policy September: Present Final Policy made by Governance Committee to Council April: Review the effectiveness of the policy and amend as needed</p>
Affordable Textbooks	<p>#TextbookBrokeBC: July-August: Planning and Finalizing Campaign Aspects September: Implement First Term Campaign October: Review first campaign and amend as necessary November-December: Planning and Finalizing Campaign Aspects Round 2 January: Implement Second Term Campaign February: Final Review and Recommendations for the Future</p> <p>Advocacy: May: Attend the Open Education Summit May-August: Work on a timeline for OER listening tour and finalize the dates. September-January: Send AVP to begin listening tour on campus. February: AVP finalize a report on listening tour.</p>
Financial Assistance	<p>Excellence and Diversity Funds: May-June: Work with Policy Advisor to determine the priorities for allocation of the Excellence and Diversity Funds July: Meet with the VP Students and Provost regarding allocations for the year.</p>
Diversity	<p>Policy 73: May: Contact University Counsel to determine if Policy 73 will be revised. Elaborate with campaign and consultation if necessary.</p> <p>Diversity review: May: Contact Janet Teasdale of Equity and Inclusion to discuss the aspects of review. June: Receive AES data, present to AMS Events necessary data. July-October: Work with Equity and Inclusion and AMS Events to determine where aspects of equity and inclusion can be implemented in AMS Events and Programming. November or December: Write a final report with recommendations.</p>
Indigenous Students	<p>Indigenous Student Welcome: May-July: Partnership seeking July-August: Logistics planning August-September: Finalizing logistics</p>

	<p>September: Event</p> <p>Longhouse Lunch: November-December: Programming planning, finalizing date. January-February: Finalizing location and programming. February: Event</p> <p>Indigenous Speaker Series: May-June: Reach out to Indigenous groups for sponsorship. July-August: Reach out to different speakers in the Indigenous community. September: Host first talk and review. November: Host second talk and review. January: Repeat. March: Repeat. April: Final review and final recommendations for next VP AUA.</p>
Collaboration with Faculties	<p>Interfaculty Working Group on Mental Health and Wellbeing: May-June: Meet with LFS US VP Academic to discuss goals and come up with terms of reference July: Send invitations to undergraduate societies to invite them to join August-March: Meet at least once a month and keep regular minutes April: Final Report and Recommendations for the next VP Academic</p>
Academic Experience Survey	<p>AES Report: June: Present final report to Council with regards to data from AES 2017.</p> <p>AES 2018: October-February: Development of questions with consultation. February: Finalize questions March-April: Run survey</p>

How have your goals changed from the platform you used during the election?

Academic Experience Survey

Back when I was running in the election, the AMS was still in the middle of writing their strategic plan draft. One of the ideas in the strategic plan 1.0 was to “Revision Campus Experience Survey be more representative of its diverse content. Ensure availability of statistics to inform any and all strategic decisions made (2018)”. The original idea was to create a rebrand of the Academic Experience Survey (AES) to become the Campus Experience Survey (CES) to better reflect the AES changing more towards a more inclusive survey of the AMS as a whole. I was in favour of this idea when it came out and thought it would be really good to centralize all surveys together, and included it on my platform.

However, after consultation, it was decided between the old executive as well as the Senior managers that the AES should stick to focusing on issues pertaining to the Academic and University Affairs portfolio because there is now a trend within the AMS of surveys going out within each department, and because of this, the AES should stick with this pattern and I will follow through with this decision.

Advocacy Networks

This was specifically something that I felt I could do within the Academic portfolio, particularly when issues pertaining to Equity and Inclusion are have been extremely pertinent to the Academic and University Affairs portfolio. However, it is something that will be done mainly within the VP External portfolio, although it is something I will work with the VP External on if necessary.

Consultation Agreement

Another thing that changed in the strategic plan was how the AMS wanted to approach consultations with UBC. The original clause in the strategic plan quoted “Develop consultation agreement with UBC Administration to ensure transparency and accountability surround tuition and fee increases and policy changes (2019)”. The new strategic plan intended that the VP Academic work on an internal consultation policy instead of an agreement with UBC. When I asked the outgoing executive about this, the rationale for the change was because UBC already has Policy 71 on tuition consultations (albeit it might not be followed) and that the AMS was sorely in need of an internal consultation policy. Furthermore, even though it is up to my discretion to decide how the year goes, I had a talk with Louise Cowin and Samantha So (the outgoing VP AUA) four days before my term started, where we determined that the VP Students wanted to develop more sound tuition consultation procedures alongside the AMS, as well as work with the VP AUA Office in making amendments to Policy 71, in which it will no longer require a consultation agreement with UBC.

VP Administration

The VP Administration portfolio focuses on three main components: 1) Support for Clubs and Constituencies; 2) AMS Facilities including the Student Nest, Old SUB, ASC, etc., and 3) working towards a more sustainable AMS.

These goals have been put together based on platform points and consultation with the outgoing VP Administration and current executives. Included are action items, KPIs and, where applicable, which part of the Strategic Plan it satisfies.

Constituency Support

Focus Area: Support

Platform Point: YES

The AMS' relationship with constituencies is in need of a restructure according to [the AMS Ad-Hoc report on AMS-Constituency Support](#). They've indicated that they would like support from the AMS, however that it be distinct from how clubs are supported. In close collaboration with all the executives (especially the President), the goal is to restructure and redefine the relationship between the AMS and constituencies in hopes that not only is there a better understanding on both ends, but that constituencies feel that they are being supported by the AMS to the degree they deserve and desire.

Action Items:

- A creation of a constituency handbook that parallels the Clubs Handbook, however puts a greater focus on specific areas the AMS can support that doesn't overlap with the focus of club support
- Workshops/meetings with the AMS and executives; one on one meetings with an AMS executive and the respective constituency executive (i.e.: VP Finance of AMS with VP Finance of SUS, AUS, EUS, etc.) to allow for bonding and mentorship opportunities

Key Performance Indicators:

- The action items are completed
- Constituencies feel better supported by the AMS (can analyze through surveys and interpersonal feedback)

Note:

There is some overlap between this goal of the VP Administration and the goal of the President labeled "Student Society Support". According to the Strategic Plan 3.0, multiple executives are responsible for improving the relationship with constituencies, hence the collaborative effort. As both President and the VP Administration feel that change must be implemented in this area of the strategic plan, the execution of the overall goal will be conducted by both portfolios working together.

Student Life

Platform Point: YES

The VP Administration aims to improve the student life experience by encouraging the involvement and opportunity of students being able to show their talents and including more groups on campus in the

planning and execution of some of the major events that take place on campus (i.e.: Welcome Back BBQ). This involves collaboration with AMS events, our constituencies, and some of the major groups and clubs on campus. This is in hopes that the AMS can produce better, more fun events, and improve the number of students that attend and engage in campus culture.

Action Items:

- Meet and strategize with the constituency (usually a VP Student Life or similar type of executive) and AMS Events
- Execute events that have the input and contributions of these major groups

Key Performance Indicators:

- Action Items are implemented
- Increase in the quality of events - can verify through student feedback
- Increase in attendance of events from previous years

Clubs

Focus Area: Support

This goal encompasses a few aspects, some that are platform points, some aren't.

STUDENT LIFE AND SUSTAINABILITY CENTRE:

Platform Point: YES

This is currently a fantastic resource for our over 400 clubs and constituencies, and the VP Administration's office would like to see more clubs taking advantage of the space. This includes renting out the equipment, using the space as a place to host meetings, a social space, etc.

Action Items:

- 'Grand Opening 2.0' to take place during First Week
- Increased time of operations: from 4 days a week to 5
- Office hours by the Finance and Admin portfolio
- Increased culture in the space through decorations and other features
- More equipment for rental (plates, charging stations)

Key Performance Indicators:

- The action items take place in a timely manner (established over the summertime, executed during the Winter session)
- Increase in the number and frequency of clubs renting equipment and booking the space

OPERATIONS:

Platform point: NO

With over 400 clubs, the classification and support for clubs is extremely messy. Currently, regular AMS clubs, Departmental Clubs, and Charity Clubs are treated exactly the same. This is not logical considering that some clubs have restricted membership or the revenue they produce does not go back to

the AMS to support the clubs, but rather, to external organizations. By the end of the year, the hopes is that there are explicit policies in the Operations Committee handbook distinguishing these kinds of clubs and the kind of support they receive.

Action Items:

- Expansion and publication of Operations Committee Handbook
- Reasonable and fair policies put in place to be executed by next year's VP Administration's office.

Key Performance Indicators:

- Policy is put in placed in the Operations Handbook
- Policy is followed through for years to come (requires adequate transition)
- Clubs have a full understanding of what support they receive from the AMS based upon these policies.

OUTREACH:

Platform Point: YES

Clubs have expressed wanting more interaction with the AMS, other clubs, and help with getting the word out about their club and what they have to offer.

Action Items:

- Work with the AVP Administration and Clubs Administrator to organize more club socials
- Work with the communications manager to provide clubs with more outreach opportunities

Key Performance Indicators:

- Clubs feel more included in the AMS community
- Action Items are executed

BOOKINGS:

Platform Point: YES

The booking system is already underway to becoming more efficient and easier to use. It is currently on AMS CampusVibe and more hours have been invested in dealing with club bookings in the Nest. However, a solidified system is to be established.

Action Items:

- Work with the Senior Operations Manager, CanpusVibe and AMS Communications to established a standardized method of booking that is easy to follow for all groups on campus (i.e.: similar to Abdul Ladha Science Student Centre's [booking process](#)).

Key Performance Indicators:

- Easier and more efficient booking system
- Improved opinion on this matter by clubs and students
- Reduction in errors and double bookings

Old SUB Renovation

Currently, the Old SUB basement is under construction to make for a new space for various clubs on campus (i.e.: Blank Vinyl Project, Sprouts, PhotoSociety). This is scheduled to open for January of 2018. Working closely with Michael Kingsmill, Perkins and Will, BIRD and the clubs who are being allocated space, I'd like to see this project come to completion by then, keeping the AMS sustainability goals in mind, as well as a progressive increase in student activity and engagement in the space.

Strategic Plan Focus Area: Operational Best Practice, Sustaining Growth

Platform point: NO

Action Items:

- Frequent consultation meetings with the parties affected by the Old SUB renovations
- Close working relationship between the AMS, Perkins and Will, and BIRD

Key Performance Indicators:

- Opening of the Old SUB Basement by January of 2018
- Completing the project using sustainable strategies (i.e.: used furniture and equipment, fiscal sustainability)
- Increasing population of students coming to engage in the Old SUB after its initial opening

Sustainability

Progress to the sustainability aspect of the portfolio flourished last year with initiations of many projects. The plan is to continue the projects that took place to see it to their completion, or as far completion as the term allows for. Additionally, an increased effort in promotion of the Hatch Art Gallery and allowing more students to display their artwork to showcase to a broader audience.

Strategic Plan: Operational Best Practice

Platform Point: PARTIALLY

Action Items:

- Continuation of the development of the Mugshare Program
- Review and apply the Lighter Footprint Strategy
- Increasing reusable incentives within the AMS food outlets to encourage use of reusable foodware
- Nest Animation Project: Painting of the Pillars
- Work with the Art Gallery Manager and Assistant Manager on improved promotion and execution of the Hatch Art Gallery

Key Performance Indicators

- Progress of the various programs and projects
- Reduction of the waste used by AMS food outlets
- Greater number of students visiting and interacting in the Hatch Art Gallery
- Greater number of student submissions to the Hatch Art Gallery

Vice-President Finance Goals

Main Overview of VP Finance Goals

1. Create a long-term sustainable financial plan for the AMS and ensure AMS businesses are successfully operating.
2. Implement professional development programs for students outside of the classroom.
3. Take the AMS out of a financial/accounting Stone Age.

Main Overview of VP Finance Carry Over Goals

1. Research on developing a new fund for well-being on campus
2. Ensure transparent and accountable allocation of funding for new initiatives

Goal 1:

Create a long-term sustainable financial plan for the AMS and ensure AMS business are successfully operating.

Core Values: Affordability & Data Driven

Main Areas of Focus:

- New investment policy: ensuring that we have our investments separated correctly for minimal volatility but yielding highest possible returns for an increase in yearly operating income for the AMS – growing it financially.
 - Current proposed split of investments is 70% fixed income and 30% equity investments focusing on both capital preservation and wealth generation. Our target is a 5-6% return on principal investment as opposed to current 3%.
 - Coordinate with Managing Director to hire a qualified fund manager to oversee and align with core values of the AMS in regards to our investment options – focus on sustainability options that would support initiatives that the AMS believes in.
- Research for a new fee restructure, the current one allows for very little flexibility in the allocation of our fees. I intend on conducting a full departmental financial review of the AMS and re-assessing each of the fees as well their intended purposes.
 - This would be to ensure that we create a proposal for the coming referendum that would be evaluated by Finance Committee and set a new direction for allocation of AMS revenues opening up room for flexibility – thus pointing our finances to where students will receive most marginal benefit.
- AMS Businesses and their successful operations:
 - Scheduled meetings with Operations managers to constantly assess business performance of our various outlets.
 - Incorporate a more student focused approach on the future direction of our businesses through more surveys and feedback on student input regarding the available food variety.
 - Take feedback from the current student staff working in the outlets, compile data on their responses to better understand what students want since they are on the forefront of student interaction regarding the food.

Goal 2:

Implement professional development programs for students outside of the classroom.

Core Values: Collaborative, Approachable & Progressive

Main Areas of Focus:

- Improve the consultations and support available to all Treasurers/VP Finances of clubs and constituencies in order to assist them with better strategic planning and financial operations for the future of their organization.
 - Needs are and the type of support that would benefit them the most. This was something that was not done in the previous years, thus I want to work on establishing a good support based relationship.
 - These consultations would also be used to brainstorm for current issues that VP Finances are experiencing both externally and with the AMS
- Re-create all training material currently available to treasurers and develop video orientations so that treasurers do not have to wait in order to attend an orientation to learn about good financial processes and how to work with the AMS.
 - This would provide the ability to access training material at any point in time and be able to re-educate oneself on specific processes that they might have forgotten after their initial orientations months ago.
- Create financial literacy programs for students who are not part of any clubs/constituencies to have access to educational material on good budgeting and financing. Numerous students on campus struggle with correctly allocating their spending/budgeting and I wish to outline the importance of using certain tactics to open up potential savings and investment opportunities for when they graduate from university.
 - Work with my Associate Vice-President Finance on establishing a monthly workshop that will be hosted in the Nest free for all students to attend (potentially 10 workshops for the entire fiscal year).
 - Provide all training material and encourage follow-up
 - Gather feedback on every workshop through surveys to constantly improve on each subsequent workshop.

Goal 3:

Take the AMS out of a financial/accounting Stone Age.

Core Values: Collaborative, Data Driven, Approachable, Progressive & Principled.

Main Areas of Focus:

- ***Improve our accounting software for better more efficient department operations:***
 - The accounting system we currently use is over a decade old, this needs to be revamped so that our accounting department has access to a better higher functioning platform that will allow for more features and more efficient processes.
 - The system that is available to treasurers currently known as SharePoint has been in place for numerous years in the AMS. This system is from the Stone Age, it has not been updated nor worked on in the previous couple years. It causes numerous issues for treasurers trying to access their financial statements, thus I propose changing it to a system called Prophix.

§ Prophix is a multi-user financial software application used by thousands of users worldwide for budgeting, planning, financial consolidation, management reporting and analysis. It will allow treasurers to stay more up-to-date with all financial statements and showcase a more advanced platform for pulling financial data.

- ***Expand Square & Replace current online ticketing platform***

- This previous year as the associate vice-president finance I was working on expansion programs for financial software such as Square and Rezgo that is available to clubs and constituencies.

§ Continue expansion programs by launching outreach campaigns for new clubs to begin using such software to generate more revenue for their organization.

§ Replace Rezgo – the online ticketing platform is slow, old and does not side with what treasurers and club executives want. Introducing ShowPass, showing ability to be much more adaptable for end users; numerous clubs have already switched to ShowPass independently – we would like to provide that to all clubs.

- ***BMO Spend Dynamics***

- Was in beta stage for the past 4 months since launch to clubs/constituencies was initialized.
- Get all constituencies on the BMO Spend Dynamics program and take feedback on the program for quarterly improvements.
- Outreach to clubs – have over 50 clubs signed onto the credit card program.

Goal 4:

Develop a new fund for well-being on campus

Core Values: Data Driven, Progressive & Principled

Main Areas of Focus:

- This was an idea set in motion with my predecessor when the Health & Dental reserve was financially assessed. We currently generate a large amount of interest off that reserve that totals to around over \$150,000 – this money is simply being directed back into the reserve that is already large enough to sustain us for the next 5 years. It is believed that there could be better allocation of that money, the potential to create a new fund that would support well-being initiatives.
 - Research on current funding available to well-being initiatives
 - Assess the missing deficits of funding for certain initiatives
 - Start developing code for the fund, create the fund and begin administering it after council approval and in-depth review with finance committee.

Goal 5:

Ensure transparent and accountable allocation of funding for new initiatives

Core Values: Principled

Main Areas of Focus:

- Ensure that we do not misallocate a large amount of capital to projects that have not undergone proper investigation to assess the level of their importance.
- Use the Project Prioritization created by my predecessor to assess the importance of new projects to be undertaken by the AMS and review them at Finance Committee and Information Technology Committee.

VP FINANCE GOALS			
	GOAL 1: Create a long-term sustainable financial plan for the AMS & ensure AMS business success	GOAL 2: Implement professional development programs for students outside of the classroom	GOAL 3: Take the AMS out of a financial/accounting Stone Age.
Alignment with Strategic Plan	This goal aligns with Affordability and Data Driven, both because they focus on creating more financial flexibility, generate more revenue for the society as well as promote analytics for us to follow up on AMS businesses – doing what students want	The core values at focus here are Collaborative, Approachable and Progressive because this goal focuses on engaging students, provides consultation and responding to an every changing environment by providing access to better education.	This goal ties the entire strategic plan in, apart from affordability it focuses on being Collaborative, Data Driven, Approachable, Progressive & Principled. We are developing and progressing the society financial while keeping students at the forefront of our mind. The advancements in financial technology will only promote better practices for the students.
Key Performance Indicators	Coordinate with managing director in hiring a fund manager.	Set up monthly consultations with all VP Finances of Constituencies to review financial inquiries.	Update the accounting system to a new version of Microsoft Dynamics GP

<p>Key Performance Indicators</p>	<p>Create sustainable investment plan for both capital preservation and wealth generation (70%/30%)</p>	<p>Re-create all training material currently available and develop video orientation training to better assist all treasurers of clubs.</p>	<p>Integrate and implement the usage of Prophix to better assist all club executives with reviewing their financial statements.</p>
<p>Key Performance Indicators</p>	<p>Research new fee restructure – focus on creating more flexibility in our funds to greater benefit students.</p>	<p>Provide financial literacy workshops schedule for once a month with the Associate Vice-President Finance to promote better education regarding students finances.</p>	<p>Expand the Square program to include more clubs on that giving them the ability to generate more revenue. Replace Rezgo with ShowPass as it is a software better suited for the demands of clubs and constituencies.</p>
<p>Key Performance Indicators</p>			<p>Expand the BMO Credit Card program; get all the constituencies on the program with the ability to review and feedback on the monthly consultations with the VP Finances.</p> <p>Expand to over 50 clubs to be active and receive a credit card on the BMO Spend Dynamics Program.</p>

VP External

Portfolio Overview^{1, 2}

Without clear stability in the provincial legislature, lobbying efforts within the Office of the VP External will simultaneously be faced with challenges and advantages. The goals of this portfolio are split into two sections: the overarching themes of building engagement networks, and balancing advocacy efforts between the provincial and federal levels of government. Followed by project-specific goals.

Overarching Themes

1) Building our engagement networks

Core Values: Collaborative, data-driven, progressive

Results of the Academic Experience Survey reflected the disconnect between the students and the AMS. There appears to be a pervasive lack of knowledge across the student body on who the AMS is and what they actually do. As such, advocacy campaigns often face significant challenges in reaching out to students. It can therefore be difficult to ask political representatives and decision makers to consider our [The AMS's] advocacy if we do not have broad based student support. In light of this problem, the External office posits the following solutions:

- The External office aims to make interactive processes a key part of all campaigns this upcoming year. By this we mean that all campaigns will have a participatory aspect that engages with the student body, allowing them to contribute to the lobbying process and interact with the work of the AMS.
- Finally, the External Office will work to support and guide both the Student Issues Caucus and the Equity Caucus. These caucuses have the potential to become key components in an identity based engagement network that can report student issues back to the AMS. Additionally, the External or Academic and University Affairs offices may be able to draw upon them for support in the future.

Key Performance Indicators
Create a terms of reference document for the Student Issues and the Equity Caucus
Provide council with reports on all campaigns

¹ This report was created with the support of the Associate VP, External Affairs, Isabella Picui.

² Key performance indicators can often be challenging to measure within the scope of the external portfolio. This is due to the multifaceted nature of lobbying efforts that tend to be reliant on a multitude of stakeholders and the fluctuating political climate. As such, legislative changes tend to require the combined efforts and terms of several Vice-President Externals. This is not to say that performance indicators will not exist within this document, but that they may be lacking in comparison to the other portfolios. Additionally, the ambiguous nature of the portfolio simultaneously affects the timeline and implementation of this office's goals; many of the goals will span subsequent external administrations.

Create a tentative map of student, interest, and resource groups on campus by the end of term

2) Rebuild connections to different levels of government

Core Values: collaborative, principled

This year's External Office is committed to building connections with various levels of government, as different legislators pertain to project-specific goals. Approaches and outcomes of these efforts may differ across projects. The current state of the provincial government is unknown as we are currently faced with the prospect of a hung parliament. Based on the final results, the AMS must be prepared to work with a new or shuffled cabinet, as well as establish a strong relationship with ministers relevant to AMS interests. The External Office has taken a step back with respect to federal advocacy in order to focus on the recent provincial elections. This was successful as some of the key lobbying points made it to the campaign platforms of parties.³ Nevertheless, it would be timely to shift our lobbying back to the federal level in conjunction with other student unions. Similarly, as transit advocacy regains its salience, establishing relationships with the municipal government will also be key.

Project Specific Goals

1) Student Housing and Hospitality Services

Core Values: data-driven, affordability, progressive

Outside of partisan provincial politics, the discourse surrounding financing rules for new student housing projects has continued to remain salient. The goals of the AMS is to ensure the refinancing will result in the long term reduction in student housing costs. Moreover, the External Office plans to launch the Rent with Rights campaign, bridging continuity in the portfolio from previous years and engage with students. The administration will look to unify its lobbying efforts with the Simon Fraser and University of Victoria Student Societies, and bring in other interested student associations.

Key Performance Indicators
Aim for 1000 petition signatures for Rent with Rights
Have an MLA present the Rent with Rights petition in Provincial Legislature

2) Academic Affordability

Core Values: affordability, data-driven, progressive, collaborative

The External Office will work with the Academic and University Affairs office to advocate for Open Education Resources (OER), and to revitalize the #textbookbrokebc campaign.. Since March, a Memorandum of Understanding on Open Education Resources (MOU) that committed interprovincial collaboration and provincial investment to OER between the provinces of British Columbia, Alberta, and Saskatchewan has expired. The External office will work with student

³ Expanded in detail in Project-Goal: Academic Affordability.

societies in said provinces to push for a renewal of the MOU. Furthermore, the External office will advocate for continued support and investment from the province in the BC Open Textbook Program with the support of the VP AUA's OER listening tour.

The focus on Academic Affordability is also centered around holding legislators accountable to their campaigns, as both the BC Liberals and NDP have made significant promises with respect to student loans. The BC Liberals committing to eliminating interest rate + prime to just prime rates; and the BC NDP promised to eliminate all interest rate, with a \$1000 completion grant to those who finish post-secondary education.

Lastly, as part of a campaign promise, the VP External aimed to work on the issue of textbook price parity. With respect to its feasibility, it is very rare that an executive's advocacy points result in changed legislation within a year. As such, the External portfolio will focus on conducting research in order to create an initial briefing report on the issue. By creating this report, we hope to introduce the topic to students and gauge its advocacy feasibility by fostering collaboration with other student unions for potential future lobbying efforts.

3) Transportation

Core Values: collaborative, affordability, approachability (universality of the U-Pass)

Rapid transit in the Vancouver region has a direct impact on UBC students as it affects the accessibility of UBC for the many commuter students. The Broadway Corridor subway line is, and will continue to be until it is built, one of the key advocacy points for the AMS for transportation. Part of the advocacy goal will be to ensure that the Arbutus Bus loop can adequately service the ridership to UBC. The External office will be rejoining the conversation by meeting with UBC Campus and Community Planning, as well as UBC Government Relations to identify commonalities and coordinate efforts to external stakeholders such as the Mayor's Council, and the provincial and federal government.

As per the Transit Advocacy policy adopted in March 2017, and as part of the VP External campaign promise, transit advocacy will extend beyond just the Broadway Corridor. The External office will examine various bus lines, skytrain, seabus, and other forms of transportation as a whole in regards to benefitting UBC students. Transit research about these other lines of service will be conducted in the summer and throughout the academic year. In hopes of being data-driven, this may take the form of meta-research of available service reports, focus-groups, small scale surveys, and commissioning SEEDS program to ensure a wide range of data can be collected to create a stance that best serves students. It is the hopes of this VP External that the reports would serve as a basis for an advocacy document that can be brought to Translink and the Ministry of Transportation for service improvements.

The last part of the transportation goal is the U-Pass program. The External office will take a bigger role on the U-Pass Advisory Committee and in conversations about a long-term, standardized and affordable U-Pass program.

Key Performance Indicators
Signing of an extension of the current contract

Provide council with transit research reports provided to Council upon its completion (ongoing)

4) STUDENT UNION DEVELOPMENT SUMMIT

Core Values: collaborative, principled

This year's Student Union Development Summit (SUDS) is being held from August 18th to 21st. SUDS is often the highlight of the summer for many attending student associations. For the AMS, SUDS sets the stage for future collaboration with other student association executives. It is particularly important for the AMS this year to continue collaborations from the previous year for two reasons: to support provincial advocacy points such as the Rent with Rights Campaign, and to reconnect with U-15 schools for future federal advocacy.

Key Performance Indicators
Registration goal of 100 delegates
Formalize a survey process to collect feedback from delegates for future benchmarking

5. SEXUAL VIOLENCE PREVENTION AND RESPONSE

Core values: collaborative, approachable, progressive, data-driven

A campaign point I made was to support the President in University advocacy as it relates to UBC's sexual assault policy. Since then, I have become heavily involved within the project. The VP External has begun to and will sit on all relevant committees - with the exception of the Search Committee for the Director of the Sexual Violence Prevention and Response Office (SVPRO), which the President will remain on. Our goal is to ensure the implementation of the SVPRO aligns with university policy and to assess the AMS Sexual Assault Support Centre (SASC's) role with the new office. Another project under the umbrella of sexual assault prevention is to implement sexual assault awareness or relevant bystander training in as many orientations and organizations on campus. This will require working with the Sexual Assault Prevention Team's Education Plan for UBC and providing the AMS engagement network (once it has been created) to assist it.

Changes from Platform and Other Goals

Constituency engagement:

The VP External made a campaign promise to support AMS efforts to re-examine constituency relationships as per recommendations by the Ad-Hoc Committee. However, several other executives have taken on this goal as it is far more relevant to their portfolio. The VP administration and President have designated staff to address constituency support. Initiatives have already been carried out in the form of orientation for constituency executives. The VP External will thus not take lead but remain a support where necessary.

Provincial elections:

Advanced voting was April 29th at UBC in the AMS Student Nest and voting day was May 9th. Current results show that B.C. has a minority parliament but how the legislature will sit moving forward remains unclear. The campaign promise for voter turnout was to match that of the federal elections at 57.1%, and predecessor to this role had set her goals at 60% youth voter turnout. To promote voting after assuming office on May 1st, Snapchat filters were created and live on campus on the two voting days. A part 2. To the “Voting and Sundaes” was hosted and was successful in engaging membership.

Since then, the External office has reached out to Elections BC for results, however statistics will likely not be ready until after May. Ideal statistics would be overall youth turnout, electoral district specific turn out (Vancouver-Point Grey), and possibly even poll-specific turn out to allow assessment of success on campus.

Timeline



Student Services Manager

Mission Statement

The AMS Services aims to “offer services and resources to the membership which are in significant demand and aim to further the well-being of the membership as a whole; aim to enable all students to achieve their potential”

- AMS Services Mission Statement as found in Code

Goals for AMS Services

The year 2017-18 for AMS Services starts off as an exciting year after the Council’s adoption of the Services Review the year prior. The previous SSM’s great work writing the Review and initiating the implementation has given the entire Services team an excellent direction to continue their work towards. The review mentioned a total of 75 recommendations. While work on them has already started last year, the majority will be completed throughout this year with help from the VP AUA, Policy Advisor, Communications Manager and our external partners. Much of the goals that I have set are offshoots from the Review combined with the continued efforts of the Society to align the Services’ goals to that of the Society’s.

The goals below are the overarching goals that Services as a whole has decided to implement. These goals have been integrated into the goals of the seven services and will make a big part of the Coordinators’ work in the upcoming year.

Improving Uniform Data Collection

A lack of uniformed data collection has been identified as a deficiency for Services. While we do collect data in the form of interaction logs and monthly usage rates, the system of collection varied across the services. For example, Safewalk, which has the most extensive data tracking system collects thousands of interaction across the approximately 1400 shifts they work throughout the year. Advocacy, on the other hand caters to a small but vulnerable clientele with 10-15 cases at any given time. But despite the differences in the mandate of the services, all services are here to improve the lives of students. As such, a big goal for my team and I is to create a uniformed system of data collection across all AMS Services. This will allow us to not only see the number of interactions that AMS services has in a year, but this would also be a great opportunity for us to delve further into increased efficiency and productivity. Some key information that we can find out with this uniformed data is:

- The distinction between unique users and repeat users of services
- The number of cross Services usage (For example: Somebody using Speakeasy could also be using Vice). This would allow us to create better collaborative work
- The demographic that uses our services (Upper year students vs first year students, international students vs domestic students etc.)

It is important to note that any kind of data mining that we will do will be to purely understand and improve the nature of our service and how we can improve it to better cater students.

Compatibility with the current Strategic Plan: Its aligns with our Core Values of being more Data Driven, Approachable and Progressive. This shift allow us to understand the relevancy of our Services and the gaps that are not being addressed in our delivery.

Key Performance Indicator: A uniformed data tracking system in the form of a Field Management software. We have explored the possibility of HelpDesk as well as creating a macro which can then be used on our Excel Sheets.

Timeline for implementation:

- Summer Term 1: Exploring options that fits our Services the best.
- Summer Term 2: Training and test run for Data Collection
- Winter Term 1: First full term of data is collected
- Winter Term 2: Data Mining is introduced

Ongoing Employee Development

With a total of 10 student staff members that oversee the delivery of services to over fifty thousand services, AMS Services has the unique opportunity of providing these staff members the chance to become empowered leaders that effectively mobilise their communities for change. Some AMS Services have upward of 30 staff members or 70 volunteers. This puts them in a position where they become the first point of contact for many across UBC and BC as ambassadors of AMS. Their ability to lead and collaborate continuously adds to the quality and quantity of services that we provide. As such, this year we hope to have consistent ongoing professional training for all staff members. By giving them the tools they need to succeed and explore more leadership and skills based training, we add to what students gain out of employment at AMS.

Compatibility with the current Strategic Plan: Progressive and Principled are the two core values this goal aligns with. By giving our student staff members the opportunity to further their knowledge of their leadership styles, we keep up with the demands of their jobs and we align ourselves with the mandate to provide meaningful employment opportunities to our membership.

Key Performance Indicator: Usage of the entire conferences budget for staff members as well as one professional development opportunity every month. Creating Manuals for each service that outlines the necessary training modules and where to receive them. I also would like to make myself and our HR team available for staff to seek support from throughout the year.

Timeline for implementation:

- Summer Term 1: Finish all DiSC modules with the help of Senior HR Manager
- Summer Term 2: Approve all requests of conferences from staff
- Winter Term 1: Monthly professional development integrated into big team meetings along with performance reviews.
- Winter Term 2: Monthly professional development integrated into big team meetings along with final performance reviews and exit interviews.

Prioritizing the Student Experience

A key piece that goes hand in hand with the quantitative date collection mentioned above is the qualitative feedback gathering process. And this feedback process become part of the bigger goal to focus on the student experience of availing an AMS service. While we have always been mindful of student needs, the AMS Services Review showed that we need to think beyond that and be mindful of the effects of our service delivery on students. A system of better delivering and collecting feedback

forms is the first step towards that. A second tier to this goal is to think of the service from the perspective of the students using it. For example, how accessible is the FoodBank for our membership to find or what is the barrier stopping students from using Vice. While this is not something that can be easily tabulated, its an ongoing process of better communication between all stakeholders involved.

Compatibility with the current Strategic Plan: This goals aligns well with the majority of our Core Values. Emphasizing our service delivery and realising our strengths and weaknesses allows us to be more Collaborative, Date Driven, Approachable, Progressive and Principled.

Key Performance Indicator: Feedback implementation process for every service in a manner that targets the accessibility and feasibility of giving that feedback. This will look different for every service and will require extensive work form each Coordinator.

Timeline for implementation:

- Summer Term 1: Review all existing Feedback forms.
- Summer Term 2: Consult Coordinators on updating forms as necessary
- Winter Term 1: Implementing the feedback form uptake
- Winter Term 2: Continuing feedback collection and analysing the year end results.

Improving Targeted Outreach

Given how unique each of the AMS Services are, the outreach efforts that they require is very different as well. For some services, we are combatting abuse of the policy and for some, we are hoping to increase uptake. As such, the outreach efforts that we implement need extensive brainstorming and consideration of what student needs are not just for the specific service but the specific service at a given point in time. The needs of the student body vary a lot given what time of the year it is. The needs of a student during the first week of classes is very different from the needs of midterm season. AMS Services provides a service for each and every one of those needs. But the branding and delivery of this very important message often gets lost because of a lack of targeted outreach. Key to consistent outreach is understanding the needs of students and how they change over the course of the year and how our services adapt to these changes. AMS Tutoring and Advocacy for example will see drastic changes in services uptake during mid term season. The effectiveness and productivity of our services would increase if we were able to better prepare and advertise for these changes.

Compatibility with the current Strategic Plan: This aligns with being Approachable and Progressive. Adapting to the needs of our membership allows us to stay relevant and useful.

Key Performance Indicator: Creating a Student Needs Calendar (SNC) for all of AMS Services. This will outline what the needs of a students are at a given period of time and how we can cater to those needs.

Timeline for implementation:

- Summer Term 1: All Coordinators work on their own Service's Calendar
- Summer Term 2: All 7 Calendar's are combined and commonalities are identified. ASSM designs outreach plans based on the Student Needs Calendar.
- Winter Term 1: Implementation of the Outreach plan.
- Winter Term 2: Continuing implementation and Student Needs Calendar is reviewed.

Increasing and Sustaining Collaboration

All seven services of the AMS Services Team have an extensive network of collaborators and partners both on and off campus. These partners do everything from provide us clients, monetary support, peer

consultation and transformative learning opportunities. It is because of these relationships and collaboration that we are able to subsidize costs and improve and introduce new services. For example, Ehub takes advantage of the extensive support that e@UBC provides and Tutoring receives funding as well as learning support from IKBLC. These collaborations are vital in sustaining the services because as students and peer supporters we often do not have the necessary tools to operate by ourselves. Hence, maintaining and increasing these connection is essential to our growth. Given the yearly turnover of the SSM and Services Staff, it often gets difficult to create a relationship with our partners that is able to lead to conducive learning and partnership. As such, this year we will make it a goal to reach out to each partner and get their feedback on how we can better transform our relationship with them. I plan on meeting all key contacts throughout the year and getting as much information as I can on what we can do to improve.

Compatibility with the current Strategic Plan: We align our Core values of being Affordable and Collaborative with this goal. Most of our collaboration results in significant cost reductions to our operations, allowing us to provide services for free. Furthering this could be very beneficial to the sustainability of our services.

Key Performance Indicator: Create a report on all existing and potential partnerships by the end of the academic year.

Timeline for implementation:

- Summer Term 1: Meet existing partners and gather feedback.
- Summer Term 2: Continue the process and meet potential partners such as Constituencies.
- Winter Term 1: Ask for feedback and do monthly check ins through email with key contacts.
- Winter Term 2: Continue the above, compile the report and transition new SSM on the findings.

Appendix A: Policy I-9

I-9 Executive Goal Setting and Reporting Policy

Effective Date:

April 1, 2017

Approval Date:

March 29, 2017

Policy Type:

Internal Policy

Review Date:

This policy shall be reviewed annually.

Responsible Bodies:

Governance Committee; Executive Committee

Authority:

AMS Bylaw 5, Section 1(a)

“[Council] may make such further rules and regulations as may be considered necessary for the Society, provided such rules and regulations are consistent with the Constitution, Bylaws, and Code of the Society.”

AMS Code of Procedure Section II, Article 11(1)

“Council may create external and internal policies as well as combined policies.”

Purpose and Goals:

This policy is designed to:

- 1) Provide consistency in executive evaluations on a year-to-year basis
- 2) Develop a process that improves individual executive performance in a constructive way
- 3) Ensure executive evaluation is done in an open and transparent fashion with respect to the membership at-large

Applicability:

This policy is applicable to the evaluation of all elected executives, in addition to the Student Services Manager, annually unless otherwise directed by Council. This policy shall not be interpreted in a way that contravenes the AMS Constitution, Bylaws or Code.

Exclusions:

This policy does not apply to the 2016-17 Executive team in evaluating their own performance, but does apply to those executives in preparing the 2017-18 Executive team for this process.

Definitions:

For the purposes of this policy and in all other policies in which they are not otherwise defined:

- *Oversight Committee*: Former committee of *Council* which evaluated executive performance based upon meeting attendance as well as individual goals. It was dissolved in the summer of 2016 after a recommendation from MNP LLP during the AMS's Governance Review. More details in the 'Related Policies' section.
- Designated staff member: employee designated by the Executive Committee to assist with evaluations

Policy:

Timeline

- Executives develop their goals, in consultation and with the support of the staff member designated by Council, between time of election and May
 - At the earliest possible time following the election, the incoming VP Finance, outgoing VP Finance and Human Resources Manager shall develop a proposed rubric for evaluation of executive goals (GORICOM to develop the initial rubric)
 - A meeting at a similar time shall take place between the incoming and outgoing executive to advise on setting goals
- These goals are discussed at the Executive Committee as needed to ensure compatibility amongst those of the Executive collectively
- The goals are brought to Council for approval (against criteria listed below) at a meeting of Council in May in a document and presentation listing each individual Executive's goals as well as the team's goals
 - The Communications Department shall assist in compiling the document in an aesthetically-pleasing format which is then submitted to Council and posted to the Society's website
 - The presentation shall include the campaign promises of the elected executives for reference
- In the second half of October, the designated staff member will sit down with each executive to review their goals and current progress; the Executive Committee will convene shortly thereafter to review the goals collectively
- Any major concerns and/or recommendations for changes to Executive duties are brought to Council during November, along with a presentation on individual and collective progress
 - Each executive should also prepare a written summary of their progress to date as a submission at the same time
- A final document and presentation on goals and recommendations for changes to duties to Council are given at the end of March or beginning of April
 - The Communications Department shall assist in compiling the document, to be similar to an annual report, in an aesthetically-pleasing format which is then submitted to Council, posted to the Society's website and made available at the Society's Annual General Meeting the following fall

Goals

- Must advance the Society's Strategic Plan and governing documents (unless specific and realistic changes to the governing documents are outlined as a part of the goal approval process)
 - It must be outlined to Council how each Executive's goals fit into the Strategic Plan and governing documents
- Three to five targeted goals must be set, at least two of which must be able to be benchmarked against key performance indicators

Consultations:

The following groups have been consulted during the development of this policy: Governance Review Implementation Committee; Executive Committee; Governance Committee

History:

This is the first draft of the first version of this policy.

Related Policies:

From the now-defunct Section 5, Article 15 of the Code:

3. The Oversight Committee shall

(a) constructively review key activities and personnel of the Society, such review to include but not be limited to the following duties:

(i) establishing interview teams consisting of the Chair of the Committee and one (1) other Committee member, each team to meet an assigned member of the Executive as follows:

1) in June to create the goals of the member;

2) in July to review and approve the goals and to recommend them to Council;

3) in November and February to evaluate the progress on the goals and present updates to Council; and

4) in April to make a final report on achievement of goals and present to Council;

(ii) reviewing, in July, October, and February, the performance of the Ombudsperson and providing feedback on his or her performance;

(iii) responding to, investigating, and if it so deems necessary by Resolution reporting to Council on complaints regarding the Ombudsperson;

(iv) responding to, investigating, and if it so deems necessary by Resolution reporting to Council on performance concerns regarding members of the Executive; and

(v) reviewing the finances of the Society in the event Council deems it necessary, by Resolution, to inspect a specific component of the Society's financial activities;

(b) have the power to authorize the receipt of gifts by members of the Executive in accordance with Section II, Article 1(14);

(c) review the remuneration of the members of the Executive and recommend changes in that remuneration to Council; and

(d) have such other duties as are outlined in the Bylaws or the Code or assigned by Council from time to time.

Appendix:

Current Status

The AMS, in the summer of 2016, dissolved the Executive Oversight Committee upon the recommendation of MNP LLP, who conducted a Governance Review of the Society. This particular body had become highly politicized and ultimately ineffective at maintaining executive performance. MNP at the same time identified the need for an effective way in which to measure executive performance and maintain components of accountability to the membership at large

Rubric

Component	Complete	Incomplete
All campaign promises included (if not, an explanation is provided)		
Goals discussed with previous executive (if possible) and relevant staff		
Shared with executive team for compatibility		
Matched with Society's Strategic Plan and areas of compatibility explained		
3-5 reasonable goals set		
At least 2 goals can be measured by key performance indicators/other data		
Slides prepared for team update/presentation		
[for initial and final updates only] Relevant information sent to Communications Department for written report element		
[for mid-term and final updates only] Updated timelines for each goal are discussed, including work completed to date and work still to be done		
[for mid-term and final updates only] Appropriate changes to executive duties proposed, if any are necessary		