# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Introduction</td>
<td>3</td>
</tr>
<tr>
<td>Internal Communications</td>
<td>5</td>
</tr>
<tr>
<td>Dedicated Web Pages for Staff</td>
<td>5</td>
</tr>
<tr>
<td>Monthly E-Newsletter</td>
<td>5</td>
</tr>
<tr>
<td>Online Presence</td>
<td>6</td>
</tr>
<tr>
<td>AMS Website</td>
<td>6</td>
</tr>
<tr>
<td>Other Websites</td>
<td>7</td>
</tr>
<tr>
<td>Social Media</td>
<td>9</td>
</tr>
<tr>
<td>Branding</td>
<td>12</td>
</tr>
<tr>
<td>Society-Wide</td>
<td>12</td>
</tr>
<tr>
<td>Sub Brands</td>
<td>14</td>
</tr>
<tr>
<td>Timelines</td>
<td>17</td>
</tr>
<tr>
<td>Appendices</td>
<td>18</td>
</tr>
<tr>
<td>Appendix A: 2013 Communications Audit</td>
<td>18</td>
</tr>
<tr>
<td>Appendix B: Logo Redevelopment Research</td>
<td>23</td>
</tr>
<tr>
<td>Appendix C: Logo Redevelopment Options</td>
<td>33</td>
</tr>
<tr>
<td>Appendix D: Final Logo</td>
<td>34</td>
</tr>
</tbody>
</table>
**Introduction**

This strategy was commissioned by the 2013-2014 AMS Executive with the direction to explore the most recent communication strategy (henceforth referred to as The 2013 Strategy), determine what had and had not been implemented, assess the current state of communications within the AMS and produce a strategy that built on The 2013 Strategy and gave a tangible plan for moving forward.

Through this exploration, it was determined that the main communication concerns initially discovered in The 2013 Strategy presented were still an issue. These being:

1. No consideration for a larger communications strategy
2. Units of the society lack a connection to the AMS
3. Weak visual identity
4. Poor internal communications = poor external communications
5. Over-saturation of online presence

Of the recommendations outlined in The 2013 Strategy, four have been successfully implemented.

1. Hire a Junior Graphic Designer
2. House Marketing under Operations (ongoing)
3. Circulate Organizational Charts
4. Council Recap Emails

As The 2013 Strategy was developed by the Society’s then-President, Matt Parson, recommendations were included that are beyond the jurisdiction of the Communications Department. For that reason, the following recommendations have been removed from this strategy:

1. Conduct Employee Appraisals
2. Create a Regular Employee Survey

The recommendation to “Implement a CRM system for Clubs & Members” has also been removed from this communication strategy; however it is not being abandoned. The AMS is currently in the process of hiring both an Executive Director and a Marketing Manager over the next few months. Both of these roles will benefit from a CRM system and therefore the implementation of the system is being put on hold until both of these positions are in place.

Only one suggestion has been abandoned completely, which is to hire a Transition Management Coordinator to assist with the implementation of certain initiatives. Due to the growth and leadership of the Communications Department, this position was no longer deemed necessary.

Certain considerations have been altered slightly. The recommendation to hire a Social Media Coordinator has been replaced with a Communications Assistant (who has been hired). This role includes social media along with other responsibilities. The suggestion to create a Wiki for staff
has been replaced with creating dedicated web pages for staff in the areas of: Finance & Administration, Human Resources, Information Technology, New Staff Information, and Security.

Finally, arguably the most significant recommendation in The 2013 Strategy to introduce numerous AMS Identities has been refined and replaced by a fewer number of Sub Brands, though the same goals remain.

The driving force behind The 2013 Strategy included altering the way we communicate with our constituents. It advocated moving from away from passing pushing information at students to learning what students want and tailoring more appropriate messages that developed a relationship with students. This significant paradigm shift is needed by the AMS, but is not the focus on this strategy. A strong communication base needs to be created, with a cohesive brand, internal buy-in, and clear ownership before a shift in style can be successful. The goal of this strategy is to lay the foundation to allow a successful and meaningful communication shift.

This strategy has been broken down into three main categories: Internal Communications, Online Presence, and Branding to address the communications concerns of the AMS and present a comprehensive plan for addressing them.
Internal Communications

In interviews to compile information for The 2013 Strategy, it was noted that “many external communication problems were related to internal communication problems.”

To address the concern of internal communication, the Communications Department will move forward in two ways.

**Develop dedicated web pages for staff.**

<table>
<thead>
<tr>
<th>Expected Implementation Timeline</th>
<th>Six Months (August 2014)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>Access to information via searchable web pages in the areas of Finance &amp; Administration, Human Resources, Information Technology, New Staff Information, and Security</td>
</tr>
<tr>
<td>Measures of Implementation Success</td>
<td>A secure online platform with relevant and up-to-date information that is being accessed by staff (as seen through analytics)</td>
</tr>
<tr>
<td>Measures of Ongoing Success</td>
<td>Updated content and clear authority for maintenance</td>
</tr>
<tr>
<td>Budget Impacts</td>
<td>None</td>
</tr>
<tr>
<td>Other Impacts</td>
<td>None</td>
</tr>
<tr>
<td>Staff Involved</td>
<td>Communications Manager, Web Administrator, Communications Assistant, Senior Human Resource Manager, Director of Finance and Administration, IT Manager, Security and Facilities Manager</td>
</tr>
</tbody>
</table>

**Create and implement a monthly e-newsletter to all staff using current resources.**

<table>
<thead>
<tr>
<th>Expected Implementation Timeline</th>
<th>One Month (March 2014)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>A regular, succinct newsletter that covers the areas of: Council Summaries, From the Archives, New SUB, and Important Dates as well as other updates as needed</td>
</tr>
<tr>
<td>Measures of Implementation Success</td>
<td>Template developed, newsletter sent to all staff and newsletter opened by at least 35% of recipients</td>
</tr>
<tr>
<td>Measures of Ongoing Success</td>
<td>Regular requests for content to be included and accessed by staff (as seen through analytics)</td>
</tr>
<tr>
<td>Budget Impacts</td>
<td>None</td>
</tr>
<tr>
<td>Other Impacts</td>
<td>None</td>
</tr>
<tr>
<td>Staff Involved</td>
<td>Communications Manager, Communications Assistant</td>
</tr>
</tbody>
</table>
Online Presence

AMS Website

The main AMS website, [ams.ubc.ca](http://ams.ubc.ca), was recently updated. The look and feel of the site was enhanced and the navigation improved. Website analytics are respectable, but have definite room for improvement (please see pages 18-23 for further details). The following steps will be taken to enhance the AMS’s presence through the main website.*

Mobile Website

Many users are accessing the AMS website on their handheld devices. The lack of a mobile website makes for a poor user experience and discourages repeat use.

<table>
<thead>
<tr>
<th>Expected Implementation Timeline</th>
<th>Three Months (May 2014)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>Access to key information on the AMS website made compatible for handheld devices</td>
</tr>
<tr>
<td>Measures of Implementation Success</td>
<td>A reliable website that delivers key information</td>
</tr>
<tr>
<td>Measures of Ongoing Success</td>
<td>Updated content and evidence of use through web analytics</td>
</tr>
<tr>
<td>Budget Impacts</td>
<td>$735 (pay for an additional 5 hours/week for 12 weeks for the Wed Editor)</td>
</tr>
<tr>
<td>Other Impacts</td>
<td>Other departments will likely want some of their information accessible in the mobile version of the website. This will be on top of the initial three-month turn around and will involve other resources and timelines.</td>
</tr>
<tr>
<td>Staff Involved</td>
<td>Communications Manager, Web Administrator</td>
</tr>
</tbody>
</table>

Website Content

When the current website was updated, little attention was paid to content. All content should be assessed based on best-practices for web writing and either editing or re-written.

<table>
<thead>
<tr>
<th>Expected Implementation Timeline</th>
<th>Eight Months (September 2014)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>Delivery of web content designed for how the web is viewed and consumed by users</td>
</tr>
<tr>
<td>Measures of Implementation Success</td>
<td>Updated content based on web writing best practices</td>
</tr>
<tr>
<td>Measures of Ongoing Success</td>
<td>Updated content, clear authority on maintenance and evidence of improved use through web analytics</td>
</tr>
<tr>
<td>Budget Impacts</td>
<td>None</td>
</tr>
<tr>
<td>Other Impacts</td>
<td>None</td>
</tr>
<tr>
<td>Staff Involved</td>
<td>Communications Manager, Communications Assistant, Department and Business Managers</td>
</tr>
</tbody>
</table>
Graphic and Layout Improvements

Currently, subsections of the website (e.g., Events, Conferences & Catering, and Elections etc.) are very content heavy. This is a result of page templates that lack spaces for individualization through graphics and images.

While it is very important that the AMS brand is maintained and pages feel consistent throughout the site, some improvements are needed to allow certain section of the website to become more dynamic and showcase the personality of different Sub Brands.

<table>
<thead>
<tr>
<th>Expected Implementation Timeline</th>
<th>Five Months (July 2014)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>Enhanced graphic and layout opportunities for a variety of Sub Brands of the main website</td>
</tr>
<tr>
<td>Measures of Implementation Success</td>
<td>Updated pages</td>
</tr>
<tr>
<td>Measures of Ongoing Success</td>
<td>Regularly updated content, clear authority on maintenance and ownership of web pages</td>
</tr>
<tr>
<td>Budget Impacts</td>
<td>None</td>
</tr>
<tr>
<td>Other Impacts</td>
<td>None</td>
</tr>
<tr>
<td>Staff Involved</td>
<td>Communications Manager, Web Administrator, Graphic Design Manager, Other department/services managers</td>
</tr>
</tbody>
</table>

*Please note the addition of web pages tailored specifically for staff have been discussed in “Internal Communications”.

Other Websites

Due to the large number of AMS affiliated website, the AMS brand is highly diluted and it is very confusing for users to know where the best place is to access information. Some independent websites have been closed and the content moved to the main AMS website, but a few remain. Below are the remaining websites and the plans for each of them.

tutoring.ams.ubc.ca
Much of this content exists on the AMS website except for their scheduling and payment module, which is the main reason for an independent website. Over the summer months a focus will be placed on determining if a reliable scheduling and payment module can be developed for the main AMS website. Assuming this is possible, the tutoring site will be closed. It is important to note that UBC advertises this site in numerous places so when the site is shut down we must ensure this is communicated to all necessary contacts at UBC.

amseventubc.com
Content from this website exists on the AMS website. This site should be shut down immediately.

amsfirstweek.com
This website is used for FirstWeek Events. While it is a popular and well-used website, the issue is the first site incoming students are directed to has no value for them as soon as FirstWeek is over. The FirstWeek site, however, has a payment process option that would be needed on the main site. As mentioned previously, this will be investigated over the summer and if we are able to
implement it the site will be moved onto the main AMS website under: **ams.ubc.ca/firstweek**. This ensures all of the same content will be available, but students would also be learning of the main website at the same time.

New web pages on the main AMS website should be developed for FirstWeek 2014 and the First Week website should be shut down.

**amsrentsline.com**
This website has not generated revenue since 2011. This website is being investigated through a service review by the Manager of Student Services. The best way to move forward will be determined after the service review is completed.

**mynewsub.com**
This site should have initially been developed under the AMS website; however it must remain until the completion of the project.

This site should be shut down one month after the New SUB opens.

**amsvotes.ca**
This website will not be renewing in February 2014.

**amsblockparty.com**
This website will not be renewing.

**amssustainability.ca**
Currently, this website has been set up and paid for until December 2014 as it has the ability to comment on posts, apply for funding and other requirements the AMS website currently cannot accommodate.

The AMS website will be adjusted to accommodate all needs so the sustainability website can move to the main site.

This site will be shut down in December 2014.

**gotconsent.ca**
This is the Sexual Assault Support Centre website. Due to the SASC benefiting from looser branding restrictions, this site will remain active and be maintained by the SASC staff. Sensitive and potentially controversial content must be vetted by the Communications Manager and the website ultimately falls under the jurisdiction of the Communications Department.

**outreachams.ca**
This is a new platform developed through the VP Externals office to promote and navigate the office’s campaigns. This site has potential and offers something very different from what the main AMS site does. Currently, the possibility of connecting this site to the main website is being investigated. If deemed possible, this should occur.
ams.lunchstreet.com
Not exactly an independent website, this is the online ordering system many of the AMS restaurants are using, and should remain.

AMS Resource Groups and Clubs Websites
Although these groups are part of the AMS, they are not part of direct operations and therefore reserve the right to develop and maintain their own websites.

A code of conduct for all website created by AMS clubs or resource groups needs to be developed and implemented to ensure appropriate websites are being maintained.

<table>
<thead>
<tr>
<th>Expected Implementation Timeline</th>
<th>Three Months (May 2014)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>Website guidelines created and passed by SAC</td>
</tr>
<tr>
<td>Measures of Implementation Success</td>
<td>All clubs and resource groups are given guidelines and informed of their responsibility to follow them</td>
</tr>
<tr>
<td>Measures of Ongoing Success</td>
<td>Guidelines being enforced and followed and continue to be passed on to Club and Group executives</td>
</tr>
<tr>
<td>Budget Impacts</td>
<td>None</td>
</tr>
<tr>
<td>Other Impacts</td>
<td>None</td>
</tr>
<tr>
<td>Staff Involved</td>
<td>Communications Manager, Web Administrator, Communications Assistant, SAC</td>
</tr>
</tbody>
</table>

Social Media

Like the number of website, the number of social media channels dilutes the message of the Society. Below are a list of known Facebook, Twitter and other accounts and the plans for each of them.

If there is the desire to create a new social media account, it is required that the requester follow the outlined procedure in the new Social Media Guidelines for setting up an account. All current and new accounts are required to follow the guidelines listed for managing and maintain an account.

Facebook
**UBC Alma Mater Society (3,112 likes)**
This is the main AMS Facebook page. It should be kept. Any pages that should be shut down can post on this page through the Communications Department.

**AMS Elections (182 likes)**
Promoting elections through a page that already has dedicated and interested followers makes more sense than attempting to build followers in the short time leading up to an election. This account should be shut down after the January 2014 election.

**AMS Art Gallery (166 likes)**
Due to the low number of likes and the relative infrequency of posts, this account should be shut down and all posts moved to the main AMS site.
My New SUB (309 likes)
It likely would have been more effective to use the main AMS Facebook page to promote the New SUB. Since the project is underway, this account should remain active until one month after the New SUB has been completed.

AMS Sustainability (42 likes)
Due to the low level of likes and the infrequency of posting, this account should be shut down immediately.

AMS Foodbank (245 likes)
To save money, the AMS Foodbank’s phone line was shut down. For that reason their Facebook account is the best way for users to get information on the service. For this reason, and because the page is well-accessed and regularly updated, the current Facebook account should remain.

Shinerama UBC (612 likes)
This page sees peaks of interest and posts as well as fairly extensive down times. Due to the importance of the Shinerama event, it would be beneficial to post about Shinerama on both the main AMS Facebook page as well as the AMS events pages with #shinerama. This page should be shut down with the implementation of the hashtag.

AMS Events (1,659 likes), AMS Firstweek (1,117 likes), Ams Firstweek (714 friends not used in over a year)
There are currently two AMS FirstWeek pages, one set up as a page the other set up as a person. The one set up as a person has not been used in over a year and should be shut down immediately.

Like the FirstWeek website, the FirstWeek Facebook page is well used. It isn't, however, overly effective to connect prospective students to a Facebook account that is only relevant for such a short period of time.

Since AMS Events runs FirstWeek, the AMS Events Facebook page should be used to promote FirstWeek. Due to the Events Department regular use of Facebook, substantial number of likes and individually promotions and contest it does, this Facebook page should remain active.

Ubc Whistler Lodge (309 likes)
The UBC Whistler Lodge has a very different target audience than just current UBC students. For that reason, the Lodge should maintain their own Facebook page separate from the AMS main page.

AMS Sexual Assault Support Centre (906 likes)
It is important the SASC maintain their own Facebook page due to the type of information they will be posting and their target audience. This Facebook page should remain.

AMS Safewalk (366 likes)
The AMS Safewalk page was recently created on a trial run to see if the need for a separate page existed. The page started strong but waned as the semester went on. Due to the initial interest,
this page should remain but will continue to be monitored for posts, views and shares and may be required to be shut down if it is not maintained and used.

**The Pit Pub UBC (2,916 likes)**
The Pit Pub has a very strong Facebook page with many likes and very frequent posts and shares. The main attraction to this page seems to be the pictures posted after Pit Nights. This page should remain.

**Twitter**

AMS Student Society (3,082 followers)
This is the main AMS Twitter account and should continue to remain active.

Amsconnect (42 followers)
Due to lack of followers and infrequency of posting, this account should be shut down immediately.

My New SUB (331 followers)
Like the Facebook page, it likely would have been more effective to simply use the main AMS social media channels to promote this project. Since the project is still active, this account should be shut down one month after the New SUB project is complete.

AMSElections (382 followers)
Promoting elections through a page that already has dedicated and interested followers makes more sense than attempting to build followers in the short time leading up to an election. This account should be shut down after the January 2014 election.

PitPubUBC (136 followers), ShineramaUBC (322 followers), AMSFirstweek (887 followers)
Twitter, more so than Facebook, is about having a conversation. This involves not just tweeting, but retweeting, responding to tweets by others, and commenting on tweets. The three accounts listed above focus on putting information out, not having a discussion. The strength of The Pit Facebook page, for example, is the images it posts letting people passively consume the information. None of these accounts are appropriate for Twitter and should be shut down immediately.

**Other**

**YouTube**
AMSUBCVAN: This is the main account and should be kept

CommsManager: The videos on this account should be moved to the main account and then the account closed.

**LinkedIn**
Alma Mater Society of UBC Vancouver: Account should be kept

**Flickr**
UBC AMS: account should be kept
Branding

Society-Wide

Logo
A new logo for the AMS was requested to coincide with the opening of the new Student Union Building. The logo research and development process is outlined in Appendices B-D on pages 23-34.

Below are the different iterations of the logo approved by Council on December 4, 2013.
To coincide with the logo, a guideline on the use of the logo as well as numerous templates (e.g., business cards, letterhead, e-mail signatures) will need to be developed.

<table>
<thead>
<tr>
<th>Expected Implementation Timeline</th>
<th>Three Months (May 2014)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal</strong></td>
<td>Brand use guidelines and templates for use of logo and brand developed</td>
</tr>
<tr>
<td><strong>Measures of Implementation Success</strong></td>
<td>Guidelines disseminate to staff and accessible online, a complete set of templates created</td>
</tr>
<tr>
<td><strong>Measures of Ongoing Success</strong></td>
<td>Guidelines followed, templates used</td>
</tr>
<tr>
<td><strong>Budget Impacts</strong></td>
<td>None</td>
</tr>
<tr>
<td><strong>Other Impacts</strong></td>
<td>None</td>
</tr>
<tr>
<td><strong>Staff Involved</strong></td>
<td>Communications Manager, Graphic Design Manager</td>
</tr>
</tbody>
</table>

Implementation of the logo will begin slowly before the opening of the New Student Union Building, to ensure a full launch for the opening of the building.

<table>
<thead>
<tr>
<th>Expected Implementation Timeline</th>
<th>Four Months (September 2014 – December 2014)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal</strong></td>
<td>Full implementation of logo for opening of New SUB</td>
</tr>
<tr>
<td><strong>Measures of Implementation Success</strong></td>
<td>New logo and brand guidelines used throughout the entire organization</td>
</tr>
<tr>
<td><strong>Measures of Ongoing Success</strong></td>
<td>No remnants of old logos/brand in use, brand beginning to be recognized.</td>
</tr>
<tr>
<td><strong>Budget Impacts</strong></td>
<td>Cost for printing</td>
</tr>
<tr>
<td><strong>Other Impacts</strong></td>
<td>None</td>
</tr>
<tr>
<td><strong>Staff Involved</strong></td>
<td>Communications Manager, Graphic Design Manager, Other Department Managers</td>
</tr>
</tbody>
</table>

**Brand Discovery**

To further explore and enhance the AMS’s visual presence, research into our brand needs to be completed. Focus groups with both students and staff will need to be held to determine the following:

- The feelings, key words and key message of the society
- A vision for the future
- Three – five goals of the society
- Investigate the mission statement and re-write if necessary
- Investigate our tagline and re-write if necessary
- Ensure the current look and feel meshes with the other aspects of our brand

<table>
<thead>
<tr>
<th>Expected Implementation Timeline</th>
<th>Three Months (March 2014 – May 2014)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Goal</strong></td>
<td>Through feedback from key stakeholders of the AMS determine all aspects of the brand</td>
</tr>
<tr>
<td><strong>Measures of Implementation Success</strong></td>
<td>Completed goals, vision, mission statement, tagline and plan for moving forward</td>
</tr>
<tr>
<td><strong>Measures of Ongoing Success</strong></td>
<td>Brand being consistently used throughout all aspect of the society</td>
</tr>
<tr>
<td>Budget Impacts</td>
<td>None</td>
</tr>
<tr>
<td>-----------------</td>
<td>-------------------------------------------</td>
</tr>
<tr>
<td>Other Impacts</td>
<td>May influence other departments and create changes in communication, and messaging</td>
</tr>
<tr>
<td>Staff Involved</td>
<td>Communications Manager, Graphic Design Manager,</td>
</tr>
</tbody>
</table>

### Brand Implementation & Integration

<table>
<thead>
<tr>
<th>Expected Implementation Timeline</th>
<th>Three Months (March 2014 – May 2014)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>To integrate the new brand into all aspects of the society by creating resources for staff and teaching them the importance of a consistent brand and how to implemented in their daily interactions</td>
</tr>
<tr>
<td>Measures of Implementation Success</td>
<td>Society-wide buy in demonstrated by use of guidelines and teachings</td>
</tr>
<tr>
<td>Measures of Ongoing Success</td>
<td>A brand that grows in recognition by key stakeholders at the AMS and by the student population</td>
</tr>
<tr>
<td>Budget Impacts</td>
<td>None</td>
</tr>
<tr>
<td>Other Impacts</td>
<td>May influence other departments and create changes in communication and messaging</td>
</tr>
<tr>
<td>Staff Involved</td>
<td>Communications Manager, Graphic Design Manager,</td>
</tr>
</tbody>
</table>

### Sub Brands

In The 2013 Strategy numerous “AMS Identities” were suggested to create a more unified message from the AMS. It was organized in a manner that was considered to be how students used and understood the AMS. What was suggested was a very large departure from how the AMS is currently organized and how marketing and communications is currently handled.

Overall, there seems to be a lack of understanding from the UBC student body of what the AMS is and what services and resources we provide. For that reason, I did not feel it was necessary to restructure the organization differently, as suggested in The 2013 Strategy. We are starting with a fairly blank state for marketing and a communication, which gives us the opportunity to ensure students view our different services and resources in any organized way we would like. For that reason, I have kept our Sub Brands consistent with how the AMS currently organizes itself.

The 2013 Strategy recommended that marketing and communications would occur solely through the Identities. In other words, each business or service would not market itself, but all business and services would be marketed together in their specific Identities. While there are some benefits to doing this, limiting individual marketing can definitely impede on getting the message across about our very unique offerings. The strategy being recommended in this document, which will be outlined in greater detail in each of the Sub Brand guidelines, is offering a cohesive brand strategy for each Sub Brand along with guidelines for branding each part of the Sub Brand individually.
The one exception for this will be the AMS businesses. A comprehensive plan for advertising the businesses as a Sub Brand will be included but details for marketing each individual business will be explored and developed by the soon-to-be-hired Marketing Manager.

Below is a detailed list of each of the Sub Brands:

1. **AMS Services**
   *Includes*: Advocacy Office, Food Bank, Health & Dental Plan, Ombuds Office, Safewalk, Speakeasy, Tutoring, Whistler Lodge, U-Pass, Sustainability, Art Gallery
   *Leadership*: Manager of Student Services, Service Coordinators

2. **AMS Businesses**
   *Includes*: The Perch, Grand Noodle Emporium, The Pit, Uppercase, Lowercase, Flipside, Flip Outside, Peko Peko, Pallet, Pie R Squared
   *Leadership*: Director of Operations, Food and Beverage Manager, Business Managers

3. **AMS Events**
   *Includes*: Events
   *Leadership*: Manager, Programming and Events

4. **AMS Clubs**
   *Includes*: All AMS Clubs
   *Leadership*: SAC Vice-Chair, VP Administration

5. **AMS Leadership**
   *Includes*: President, Vice-President Finance, Vice-President Academic & University Affairs, Vice-President External Affairs, Vice-President Administration
   *Leadership*: President

<table>
<thead>
<tr>
<th>Objective</th>
<th>Related Strategies</th>
<th>KPIs</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sub Brand Style Guides</td>
<td>- Develop visual identity that are clearly visually and/or textually connected to the central AMS brand in all instances, but also offer appropriate customization to indicate different types of AMS offerings - Document a style guide for each Sub Brand and distribute to leadership with responsibilities for content creation or dissemination</td>
<td>- Visual consistent style guides that are clearly connected as subsets of the overall AMS brand - Formal acceptance of style guides by Executives</td>
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<td>Sub Brand Rollout in Social Media, Physical Material and Website</td>
<td>- Rollout AMS Sub Brands in Social Media - Rollout AMS Sub Brands in physical materials - Website redevelopment around Sub Brands as an entrance point for users</td>
<td>- AMS Sub Brands in Social Media and adherence to style guide - AMS Sub Brands used in New SUB promotions</td>
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<tr>
<td>Annual Strategic Communications Plan</td>
<td>- Develop a yearly timeline for each strategic planning session and follow up sessions - Create a yearly communications workflow</td>
<td>- Successful yearly cycle planning - Clear documentation of the</td>
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<td>template for each leadership</td>
<td>when what how and from whom of all major communications material for each Sub Brand</td>
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<td>- Develop a single yearly work plan for each Sub Brand outlining who, what, when and how of communications materials</td>
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<td>- Clarify expectations for each member of leadership and build capacity through consistent planning</td>
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**Independent Brands**

There are two aspects of the AMS that have not been included in the Sub Brands: The Sexual Assault Centre and Conferences & Catering.

Both of these brands benefit from looser branding restrictions with the AMS. A comprehensive brand guide will be developed for each outlining the ways the brands will need to be connected to avoid confusion or an all-out departure from the AMS.
### Timelines

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Appendices

Appendix A: 2013 Communications Audit

Background and Goals of the 2013 Communications Audit

After a few years of recurrent change in the leadership of Communication and Design Services at the Alma Mater Society of UBC Vancouver (AMS), I was hired as the new Communications Manager in August of 2013.

In both my interview for the position and in discussions immediately after I was hired, I pressed the need for a strong communication strategy that was founded on evidence collected in a thorough communication audit. Both the President and Executive strongly agreed on this and had hoped it would be my first major task as Manager.

I was happy to find that the AMS was not without some past communication audits and strategies to refer to. Most recently, an extensive strategy was developed in early 2013. This strategy, however, was never implemented. Developed by then-President Matt Parson, the strategy involved in-depth analysis of past strategies and audits, as well as interviews with numerous members of the AMS staff and an overview of communications at UBC. Overall, I found it to be a strong strategy with ample background research to rely on.

That being said, there were certain aspects I did not completely agree with in the strategy, for example hiring a Transition Management Coordinator and developing a wiki for internal staff. Other aspects had been neglected and as time passed so did their ideal implementation.

For the reasons listed above and the desire for an up-to-date, comprehensive society-wide strategy, I have opted to use the strategy developed by Parsons as a base for an updated strategy. To ensure nothing is missed, and to have a comprehensive reasoning to any changes made, this audit is being put together.

This audit will look at an audit developed in 1994 by an external company Praxis, the strategy developed by Parsons, as well as current analytics and metrics of the AMS website, social media, and e-newsletter. The hope is that with this information, as well as a fresh set of eyes, a strategy can be developed and implemented to present a strong and consistent message from the AMS to the students of UBC Vancouver.

Abby Blinch
Communications Manager
AMS

Overview of Previous Communications Audits and Strategies

The two documents being considered were developed in 1994 and 2013; the first by an external company, Praxis, and the second internally by the then-President of the AMS. Despite being written almost 20 years apart, both documents listed a few of the same concerns about communication within the AMS. They are as follows:

1. No consideration of a larger communication strategy (i.e., a lack of consistency and direction or central message guidance).
“At present, the AMS does not have a communications strategy. Many aspects of communications are not well understood either by the executive or the staff that support them... As a result, many of the messages sent out by the AMS are conflicting or counterproductive. The communications of the society lack consistency and direction.” 1994 Audit, page 9

“The AMS faces serious challenges in almost all aspects of communications. Internal communication is patchy, and primarily based on mass emails responding to particular events, communication with business clients is not subject to an organization-wide branding or marketing strategy, communication with membership is ad-hoc, diffuse, inconsistent, and reliant on the personal networks of student executives.” 2013 Strategy, page 5

2. Units of the organizations (e.g., food outlets and services) lack a connection to the AMS.

“Most of the operations of the society are not directly or obviously linked to the society itself. Food outlets are not identified as AMS-run facilities, and there is no strong differentiation between the administration food outlets and those of the AMS, despite obvious differences in services.” 1994 Audit, page 11

“Most student service programs have strong individual identities, and only a weak connection to the AMS.” 1994 Audit, page 11

“Currently, the functional unit organization of the AMS is the dominant channel of communication to students. Each unit promotes their own services and develops their own Sub Brand, with the breadth and depth of impact determined primarily by the drive of the unit involved. This is done without strategic cohesion with the other offerings of the Society or the Society’s overall message, and does not fully leverage the support of the communications department across the organization.” 2013 Strategy, page 9

“The AMS currently has a variety of competing unit based identities. Many of these identities are the result of historical choices and do not reflect current practices. For a student, it is unclear that many units are part of the AMS, and this lack of clarity alienates membership from services and food outlets that they own.” 2013 Strategy, page 12

3. AMS’s visual identity is weak.

“The visual identity of the society has not been managed. Many visual messages create contradictions and conflicts. The visual identity of the society does not currently support the stated goals of the society – in fact, it hinders them.” 1994 Audit, page 9

“No new Society materials with branding should be approved unless they include the AMS brand. Materials may include unit branding where appropriate, but cannot substitute a unit brand for the AMS brand. Eventually all unit brands should be replaced with AMS identity brand customizations.” 2013 Strategy, page 14

1994 Audit
All of the relevant concerns presented in the 1994 Audit were addressed in some way in the 2013 Strategy save one: a conflict between the name identity of the society and the building.

“There is a conflict between the identity of the AMS and the identity of the building which is operates. The name “Student Union Building” is all the more striking because there is no “student union”, and therefore no external logic to the conflict.” 1994 Audit, page 11

2013 Strategy

There were numerous concerns presented in the more recent strategy that continue to need addressing. These were as follows:

1. Poor internal communication resulting in poor external communication.

“During the course of the interviews, it became apparent that many external communication problems stemmed from internal communication problems.” page 5

2. Lack of data management tools.

“Currently, the AMS lacks the data management tools, staff capacity and rule framework to effectively communicate with stakeholders.” page 5

3. Need to move away from mass marketing to learning what our constituents want and providing that.

“…the AMS needs to collect and value information on the preferences of its membership, and use this information to make appropriate operations decisions. A shift from a mass marketing mind-set to an approach that reflects the concepts of an on-going relationship between the Society and its members has benefits for both.” page 6

4. Sub Brands are needed within the AMS.

“This lack of strategy and ad-hoc Sub Branding hurts the Society’s central brand and projects an image of disorganization. In addition, this unit based promotion is not reflective of the way students engage with services and frustrates wider awareness of the variety of support available to students.

Students would benefit from a logical interface with a small, coherent suite of Society Sub Brands that promote easy access and logical awareness of services.” page 9

5. The number of website and social media channels dilute the AMS message and need to be limited.

“On-going Society offerings must be hosted on the main AMS website. Micro-sites must be limited to those that make sense, and all other micro-sites should be shut down with content updated and shifted to the main AMS website… Social media presences must follow the same approach and anything outside the brand or AMS identities should be shut down.” Page 14

Overview of recent analytics

Compiling analytical information from the AMS website (ams.ubc.ca), Facebook account, and e-newsletter can provide some up-to-date information on trends.
Website

In October, 2013, 21,743 people visited the AMS website. Of those, 48.2% were new visitors. The average visit was 1m 52s. The bounce rate was 65%. The pages most frequently visited in the month of October were:

- Homepage
- /services/safewalk
- /clubs
- /services/whistler-lodge
- /services/health-dental-plan
- /category/employer
- /contacts
- /at-the-sub/food/pit-pub
- /at-the-sub/art-and-attractions/norm-theatre
- /at-the-sub

Some of the page views can be explained by events during the month, specifically the vote to consider decommissioning the Whistler Lodge as well as a series of sexual assaults on campus and as a result an increased push to use Safewalk.

What also becomes clear is that users are well aware the Student Union Building is operated by the AMS, despite the name not being congruent with the organization. It is unclear whether it is also understood that the AMS operates many of the business within the SUB, or if there is general knowledge of which businesses these are.

The main concerns presented with this brief look at web analytics are as follows:

1. Our number of new visitors to the site is high. This can be looked at through to opposing views: a positive view that suggests increased awareness at the start of the academic year resulted in an increase of new users and a negative view that the site is getting regular new users but these people are not returning to the site a second time.
2. Our bounce rate is high and should be closer to 50%. This could reflect that users immediately land on the page they are looking for through web searches, however it is more likely the initial page a user lands on does not have the information to meet their needs so the user than leaves the website.
3. Users are not going very deep into the site. This could be because information is hard to find or they are unaware of everything the AMS provides.

The main concern, therefore, that needs to be addressed in the communications strategy is: The AMS website is not offering information to users in a clear, easy-to-find fashion that promotes consistent, regular use and a variety of page views. Web use reflects a lack of knowledge of everything the AMS does.

Facebook

Facebook followers are slowly increasing with a current total of 3,064 likes for the AMS Facebook page, which is approximately six per cent of the entire student population at UBC Vancouver. Unliking of the page is extremely minimal and does not influence the steady increase of followers.
Posts that are most frequently viewed, shared or liked involve promoting our food outlets and events. Views of the Facebook page remain relatively high and consistent throughout the day, with a downswing between 3am and 6am.

The analytics for Facebook are very positive and show it is being used in a way that users enjoy and find relevant. This is evidence to back-up the desire to close the numerous other Facebook accounts of services and food outlets and rely on one main AMS page, unless a page can show an increase in followers, consistent use of the page, and regular posts.

**E-Newsletter**

The e-newsletter is sent out the first Thursday of the month to a list of students provided to the AMS from Registrarial Services. To opt-out of the email students must click the “unsubscribe” link at the bottom of the message.

The average open rate of the e-newsletter between the July 2013 and November 2013 was 43.8%, which is significantly higher than the industry average of 20%. The average click-through rate of the same time frame was 7.48%, which is also significantly higher than the industry average of 2.8%.

An average of 67 students unsubscribe from the newsletter each month. While this is higher than desired, it represents approximately 0.13% of the total number of students receiving the newsletter.

This information suggests the e-newsletter remains a successful and popular way to share information. Effort needs to be maintained to ensure the content of the e-newsletter remains relevant and brief to ensure regular consumption.

**Conclusion**

The issue outlined in the previous audits and strategies, and summarized above, will guide a refreshed communication strategy. New issues and concerns raised by analytics will also play an important role in the focus of the document. The overarching goal of the strategy will be to improve and enhance AMS communications to fulfill the mission statement:

“The society will foster communication, both internally and externally, in order to be democratic, fair, accountable to, and accessible to its members. It will provide services students want and can use.”
Appendix B: Logo Redevelopment Research

Logos Being Considered

Current Logo:

![Current Logo Image]

Alternative Logo:

![Alternative Logo Image]
Student Feedback

Q1 The Alma Mater Society of UBC Vancouver (AMS) is your student society/student union. How familiar are you with the AMS?

Answered: 293   Skipped: 0

Very
Somewhat
Not at all

0%  20%  40%  60%  80%  100%
Q2 What values do you associate with the AMS? Select all that apply.

Answered: 284  Skipped: 9
If you could summarize the AMS into one sentence, what would it be?

Positive Association – 50.75%
Government – 36.82%
Lack of Knowledge regarding the AMS – 17.41%
Negative association – 15.42%
Services – 15.42%
Events – 9.95%
Clubs – 5.97%
Businesses – 3.48%
Fees – 1.49%

Active Agenda AMS Exclusive Fellow Students First Week Food Fun Helps Students Interests Logo Needs Opportunities Organization Pay Fees Place Professional Representation School Student Council Student Government Student Run Student Society Student Union UBC University Unknown

What does the current AMS logo say to you?

Negative feedback/association – 34.45%
Confusing Imagery – 31.09%
Boring – 26.89%
Doesn’t represent AMS/Students – 19.75%
Positive feedback/association – 18.07%
Needs to link to UBC – 10.08%
Professional – 6.3%
Odd use of website – 5.88%
Too conservative – 1.68%
Too professional – 1.68%
Represents AMS/Students - 0.42%
AMS BC
Flag Bland Boring Calm Coast Color Environment Hard to Understand Inviting Lines Logo Lower Case Mountains Outdoors Professional Representation Response Scenery Simple Sky Student Sucks Sunset Swim ming Text UBC Vague
Q4 What do you think an AMS logo should convey or include? Select all that apply.

Answered: 282  Skipped: 11
Q1 What values do you associate with the AMS? Select all that apply.

Answered: 33  Skipped: 0

- Friendly
- Professional
- Biased
- Opportunity
- Fun
- Discriminatory
- Involvement
- Independent
- Close-minded
- Irresponsible
- Teamwork
- Student-run
- Innovative
- Disorganized
- Service-oriented
- Advocacy
- Risk-taker
- Caring
- Environmentally-conscious
- Other (please specify)
If you could summarize the AMS into one sentence, what would it be?

Student-Run – 75%
Government – 35.71%
Services – 32.14%
Advocacy – 17.86%
Business – 7.14%
Clubs – 7.14%
Fees – 3.57%

How do you think other students, faculty and staff perceive the AMS?

Negative – 43.33%
Lack of knowledge – 40%
Positive – 20%
Services – 13.33%
Fees – 6.67%
Student-Run – 6.67%
Businesses – 3.33%
Clubs – 3.33%
Events – 3.33%
Q4 What do you think the AMS logo should convey or include?

Answered: 33  Skipped: 0

What does the current AMS logo say to you?

- Negative – 31.25%
- Confusing imagery – 28.13%
- Positive – 21.88%
- Doesn’t represent AMS – 18.75%
- Good type face/text – 18.75%
- Odd use of website – 15.63%
- Out-dated – 9.38%
- Representative of AMS – 3.13%
Q8 What aspects of the alternative logo do you dislike? Select all that apply.

Answered: 32  Skipped: 1

What does the alternative logo say to you?

Negative – 56.25%
Positive – 28.13%
Confusing imagery – 25%
Professional – 15.63%
Doesn’t represent AMS – 9.38%
Good imagery – 9.38%
Boring – 6.25%
Represents AMS – 3.13%
MANY people did not like underlining of OF
Appendix C: Logo Redevelopment Options

Student Society of UBC Vancouver

Student Society of UBC Vancouver

Student Society of UBC Vancouver
Appendix D: Final Logo

Student Society of UBC Vancouver