

## 3rd Performance Report

President

Jeremy McElroy



## Introduction

How is it already September? It seems as though I blinked and it went from Spring to Fall. Since my last transmission the AMS has been super busy and super productive. Here's what you've missed since last season: we finished 100% Design Development on the new SUB and finished 60% Construction Drawings, we switched health plan providers, created more than \$150,000 in new funding opportunities for students, rolled out a new, awkward U-Pass, hired a Director of Operations, said warm goodbyes to a number of talented staff, passed a budget in one sitting, started a new service and had an epic AMS FirstWeek. I yelled at new students, helped hire a new VP Students, travelled a bunch, and danced a bunch more. As I did last time, I will break my quarter into subject areas instead of listing things chronologically. And now, for your reading pleasure, my stream of consciousness, part two.

## Health & Dental Plan Update

Since my last report we have made a few big decisions on the health and dental plan. The most notable of which is the introduction of a more formal drug exception process for prescriptions outside of the BC Fair Pharmacare Formulary. It was a tough decision but after a great deal of analysis and consultation with health practitioners, pharmacists, Pacific Blue Cross, TRG Benefits and Studentcare, we made the decision to cap exceptional drug coverage at \$1000 per student, equal to nearly five times the cost of the plan. As always we advocate that students first try low cost alternatives and generics which are covered under the formulary, but recognizing that this does not work for all students, we have added \$1000 in additional coverage.

Also this year we have increased our emphasis on enrolment in the BC Fair Pharmacare program, which has the BC government cover the majority of the costs of prescriptions for low-income students (which is most of us). We will not know the success of this push until our end of year audit, but I am confident that we will have realized significant cost-savings for the plan, and that this will ensure the future sustainability of our health plan.

## Upcoming Referendum

### Student Spaces Fund + Ombuds Fee

After much debate the Executive Committee has recommended that the AMS seek to reduce the Student Spaces Fund, formerly CPAC, to \$12.25 per student. This would

include a \$2.88 absolute decrease in fees and be accompanied with the introduction of a \$1.00 per student Ombuds Fee. The purpose of the Ombuds Fee is to ensure the future sustainability of the UBC Ombuds Office, as well as to ensure possible programmatic funding for the AMS in the future.

We understand that this might seem strange given the overall fee increase in March 2011, but with a year of experience under our belts, and a new SUB on the horizon, we do not feel that we need to collect quite so much money for capital projects. We have also made a commitment to the university to continue contributing to the UBC Ombuds Office and we felt that a dedicated fee was most appropriate. Given the recent increase we feel that giving some money back to students will be a welcome change.

### **AMS Endowment**

In November AMS Student Council approved the creation of an endowment to better financially support the AMS well into the future. In the interest of legally entrenching this endowment the Executive Committee is proposing that it be put into the AMS Bylaws, so that the principal of the endowment will be protected for future generations of students. We hope to roll most of our existing non-replenished funds (not sustainable) into this endowment to better leverage earnings on an annual basis. The interest earned on this endowment will provide long-term sustainable funding for a multitude of projects on campus.

### **AMS Art Collection**

Over the years the AMS has amassed quite an extensive art collection. Included in this collection are a series of paintings acquired nearly 50 years ago, whose value have increased substantially since then. Given our current inability to showcase these works, the costs associated with storing and insuring these works, and the potential revenue that we could be making from these faux-investments, the Executive Committee is also recommending that we sell up to our three most expensive pieces, and put this money into the AMS Endowment. The goal is to put these works back into circulation, reduce our insurance costs, and generate interest on the investments that can be used to purchase more art, support campus artists, and the art community in general. A veritable win, win, win.

### **AMS Whistler Lodge**

I will not get into too much detail about the Whistler Lodge but the report that is available to Councilors outlines why we believe it prudent to sell our property in Whistler. The Lodge has been losing us money for nearly 10 years now, and is not supporting very many students in the wake of that cost. With the money earned from this sale we could increase the size of the AMS Endowment substantially, and start earning money on the investment instead of losing it. The Lodge has a long and colourful history at UBC, but is also a small, expensive operation to maintain and we could be significantly be serving students better for the same cost on campus or in Vancouver.



## AMS Funding Update

### AMS Fee Subsidies

After our first Term offering subsidies for the \$92.50 charged in AMS related student fees we have learned a lot about our students, the debt and financial hardship they are experiencing, and just how impactful this subsidy is. We're glad we introduced it this year. However, not as many students applied as we had been hoping for, and we will be opening applications up again this Term. We have up to 1300 subsidies to give out each year, and we intend to give out as many as are necessary.

### Clubs Benefit Fund

Similarly to the AMS Subsidy we still have a great deal of funding available for our clubs this Term. The referendum in March increased the size of the fund from \$5,000 to nearly \$60,000, and we still have a lot left to give. If you know groups on campus who need funding, send them to SAC to learn more about this funding.

### Sustainability Projects Fund

The Sustainability Projects Fund has been coming along nicely after its first Term in action. At least a dozen projects have applied for our more than \$100,000, and many of them are up and running as we speak. Awards are given on a rolling basis so make sure to tell your constituents that there is still funding available for the remainder of this year.

## Change Management + Strategic Planning

### Change Management

Glenn Wong, of Virtus Consulting, made a presentation to Council early last year about how the AMS could best prepare itself for life in the new SUB. He made suggestions about our management structure, about reporting and accountability metrics, and about governance of our businesses. I am happy to say that we have successfully implemented almost all of these suggestions and are already seeing significant benefits. In September we welcome Ulrich Laue to the team as our Director of Operations, and he has been making waves, introducing the Honour Roll Express, social media strategy, process management and inventory analysis that will help us reduce our costs. He is a fantastic addition to the AMS senior management team, and will help build us up to where we need to be in the new SUB.

We have also changed the reporting structure of our full-time staff, allowing Ross, our General Manager, more time to meaningfully engage (and generally manage) with those reporting to him, and allowing staff at all levels more personal time with their department heads and managers. It seems to be working well so far,

and I am excited to see that last piece of this puzzle added – the Director of Student Services – who we are in the process of hiring as we speak.

### Strategic Planning

The final recommendation that Glenn made was to engage in a meaningful strategic planning process, not just to see the AMS into the new SUB, but to take us beyond September 2015 and into our next big project. The Executive, senior management team, and others have been working diligently on the planning process, and will soon have something resembling a comprehensive strategic plan for our businesses and full-time staff ready for Council before I am done my term. I am very excited about this, and I believe that it will continue to benefit the AMS well into the future.

## Human Resources

Since my last report there have been quite a few additions to the AMS team in addition to Uli. We were happy to welcome Demetri Douzenis, our new Communications Manager, in early November, and he has hit the ground running. You might have noticed an increased Twitter presence, the return of the AMS Insider Monthly e-newsletter, and a few other communications related goodies. We also welcomed Anna Hilliar, our new Events and Programming Manager, to the team in mid November. There have not been any events yet, but Anna has been working diligently to make this Term a great success for AMS Events, and has Block Party coming along nicely.

We are in the final stages of hiring the University and Government Relations Adviser and hope to have this person in their office by the end of this January, just in time for a new Session of Parliament and the BC Legislature. This will bring an end to the craziness that was me being five managers at the same time for two months and President+3 for four months.

## Budget Update

Before the Winter Break Elin presented to Council that our businesses were doing better than we had anticipated, and projected a modest surplus for the fiscal year. If we have similar success this Term that we did last, and if the initiatives we have undertaken are successfully we will end the year with more than a modest surplus, and next year will be much easier for the AMS. See Elin's report for more.



## New SUB Update

### Project Timeline Update

We have completed 90 percent Construction Drawings (CD) which means we are almost all of the way through the third and last step in the design of the building. The goal is to complete 100 percent CD by the end of the month, tender the contracts, and begin construction in late February. The goal is to hold the ceremonial groundbreaking on February 29<sup>th</sup> (yes, the leap year makes this a particularly historic moment).

### Food Branding

Glasfurd and Walker have been diligently working to finish the branding for all of our food outlets in the new SUB and presented their initial proposal to Council in November. Notable in the process has been the inclusion of the Pit as the choice for the new pub, Perch for the rooftop restaurant, The Grand Noodle Emporium for our fusion noodle house, and BOOM!Pizza for our pizza joint. These will be finalized this Term and G&W will begin working on branded packaging, uniforms, and a style guide for each outlet.

### Movement Studio Update

After further consideration we have taken the movement studio from the Lower Level beside the Pit and moved it to the 3<sup>rd</sup> floor in place of one of the multi-purpose rooms. We are now going to dramatically increase the size of The Grand Noodle Emporium by putting it in this space instead. The former location across the atrium will be used for yet more food offerings. We feel that we had underestimated the potential for our Asian fusion noodle bar and seized this opportunity before we were set in stone (or concrete, as it were).

### Pit Pub Audio/Visual Update

We have hit a bit of a snag with the ne Pit's sound system – we want it loud and awesome, but that presents some tricky obstacles. We are working on acoustically protecting the rest of the building from the thump thump thump of epic electro, and this has required us to get creative with some of the special features of the lower atrium. Nothing to worry too much about, though, we just need to thicken some walls and double up some doors.

We are also are putting together a few light and sound packages to be considered soon. If we want the Pit to be a destination venue for DJs, bands, and hip-hop artists, we need a state of the art lights and sound system (and these don't come cheap). Luckily we have some of the best and brightest working on this, and I am very excited at what we have tentatively put together. You will hear more about this at Council, but we will likely need to find some money outside of the project budget to get all the bells and whistlers.

# Communications Update

## Generally Speaking

Having a Communications Manager again is awesome, and Demitri has been doing a great job so far. Not having to be the Communications Manager myself anymore has meant that I have more time to actually do my own work. We have been slowly but surely updating all of our website content, having been pushing social media harder than before, have consolidated all of our communications needs and protocols, and are generally doing much better. There is still plenty room for improvement, but we're on the right track.

## Monthly Newsletters

We just put out our January AMS Insider Monthly and have seen a spike in web traffic. I hope to build on this success next month, and so on and so forth, by continuing to put out updates. There is an immense benefit to these newsletters and we need to better leverage them in the future.

## AMS Branding

Glasfurd and Walker, in addition to helping us rebrand our businesses, is helping us reimagine our logo and general brand. They will be presenting their initial concepts this month, and I hope everyone will be blown away by this. We have a fantastic opportunity to reimagine ourselves, not just for the new SUB, but in everything we do. Helping bring Services, Businesses, and Student Council under a more uniform brand will help us demonstrate value to our students, make promotions easier, and greatly increase the professionalism of our organization. I am very excited for this.

## Mobile Application

We are back on track with trying to get a mobile application/mobile friendly website off the ground and will likely have something working in the summer and ready for launch in September. This will help us better reach our members and, along with our new branding, will help elevate the image and professionalism of the AMS.

# University Relations

Overall relations with the university are going pretty well (new SUB exterior colour notwithstanding). Louise Cowin is settling into her role as VP Students, the rest of the VP Students office are working hard on a variety of different projects – i.e. collegia, Athletics review, Ponderosa and Brock Commons, etc. We have been working closely with them on all of these projects – see Matt Parson's report for more details.



### **New VP Students**

Louise Cowin has been at UBC for a few months now and we have had the pleasure of meeting with her quite frequently – she is maintaining a high level of accessibility just as Brian did. We have also begun to meet with the GSS Exec and the whole VPS Executive on a monthly basis. This has been great for keeping each other up to speed on the goings on in each department, and is much more efficient than a dozen individual meetings. We hope to continue these into the future.

### **Gage South**

Gage South has entered a new phase of consultation and we are still at an impasse with the university on the designation of the area. The AMS continues to insist that the area remain Academic – entertaining only the possibility of SHHS student housing and/or recreation facilities. We also insist on significant improvements to the bus loop in any event. Hackles are up on both sides as we know the university fully intends to develop this area. We intend to stand our ground.

### **Aquatic Centre**

The Aquatic Centre has also been a topic of great discussion. The outdoor pool has been leased to a third party, and the plans for a new facility have been brought to the public for discussion. A few iterations have been presented, all of which functionally eliminating McInnes Field, and leaving us without a large outdoor space until the old facility is demolished and turned into a field. We are still unsure the need to entirely demolish the Aquatic Centre – the Vancouver Aquatic Centre on Beach Ave is of equivalent age and there are no plans to knock it down. We continue to meet regularly with C+CP and UBC Athletics on the issue.

## **Advocacy Update**

### **Canadian Alliance of Student Associations National Lobby Week**

From November 13-18 Katherine Tyson, myself, and Andrew Patterson and Jamie Paris from the GSS descended upon our nation's capital for a week of lobbying MPs, Senators, and senior bureaucrats. The tone of this year's advocacy week was that of smart investing and low cost options. We pushed heavily on the Copyright Act, currently being debated, and on changes to the Canada Student Loan Program. As with all CASA lobby conferences we had a great deal of access to and even greater conversations with MPs from all over, though the current financial outlook makes it unlikely that any of our asks will be implemented.

This was yet another opportunity for me to liaise with student executives from across Canada and to both learn and teach. I have plans to overhaul our executive transitions, and have helped a number of schools plan for sustainability fund referenda and establish Voter Media for their upcoming elections. It was a fantastic week and I am disappointed that next year's executive will not get to experience what I experienced.

### **CASA Membership Update**

After months of debate the AMS has decidedly, ultimately, to leave the Canadian Alliance of Student Associations. Student Council determined that the money spent on membership fees would be better spent on provincial advocacy and more local issues-based campaigns. While I personally think that this was not the right move for the AMS, I respect Council's decision, and will hold them to very high account on their promises of provincial advocacy and wise use of this money.

The AMS was a founding member of the Canadian Alliance of Student Associations in 1995, and has a long, strong history of federal advocacy with the organization. While our decision to leave is respected by the CASA membership, the AMS will have to make much more of an effort to reach out to schools in other provinces if it wishes to remain relevant nationally. I do not believe this is the last of our involvement with CASA, but I know that we have a great deal of work to do provincially and the newfound funds will go a long way to seeing a provincial lobby group established.

### **Where's The Funding (WTF?) Campaign**

The AMS has partnered with the Simon Fraser Students' Society, UVic Student Society, University of the Fraser Valley Student Union Society, Capilano Students' Union, Northern Undergraduate Student Society, Langara Students' Union, and the BCIT Students' Association to, for the first time in BC's history, jointly lobby the provincial government for changes to post-secondary education funding. Rallying behind three main asks, eliminating interest on student loans, bringing back up-front needs-based grants, and restoring core PSI funding, our student societies are all finally working together and are learning a great deal about each other.

UVic has been taking a strong leadership role in this organization and I hope the AMS will continue to do the same as well. Without our institutional knowledge, resources, and capacity for research and outreach this organization will not last long, nor will it be as effective as it can be. We are planning something big for the Throne Speech, and a follow up for the Budget Speech in February. We are also in the process of planning a lobby week for March will have members of all these student unions jointly lobbying in Victoria for the first time ever. I am very excited about this project and hope to see it evolve into something akin to the Omega Project I was working on last year. I will continue to work on this beyond the end of my term because it is important that all executives involved this year see the lobby conference happen in March. This has, and will continue to, take up a considerable amount of my time.

### **Provincial Budget Submission**

Katherine presented on behalf of the AMS to the Select Standing Committee on Finance and Government Services and submitted our annual budget submission. Similar to last year we asked for reform in StudentAid BC, a commitment for the UBC Line all the way to UBC, and investment in childcare on campuses.



## Miscellaneous Work

### AASHE 2011 Conference – Pittsburg, PA

From October 8 – 15 Elin, Justin Ritchie and I were in beautiful Pittsburgh, Pennsylvania for the Association for the Advancement of Sustainability in Higher Education annual conference (quite a mouthful, we know). AASHE is non-profit organization that represents hundreds of post-secondary institutions across North America, and more recently in Europe and East Asia, and acts as a forum for sustainability best-practices and advocacy. Elin and Justin went to this conference last year and found it so constructive that we went back this year, and I would encourage the AMS to continue with a strong presence at this conference.

The conference has a number of component parts. First, there are pre-scheduled workshops that suit the needs of administrators, facility management, student groups, and community organizations. We chose to attend the STARS workshop, which breaks down the STARS rating system, of which UBC was awarded a Gold this year, and how to do the internal audits necessary. We feel that UBC should have gotten a much higher score and went to see if there were ways for us to achieve this.

Afterward the workshops there are a series of hundreds of presentations, most 15 minutes long, on anything and everything. Schools and student groups submit presentation proposals and are grouped together with similar presentations in hour-long segments. This year Justin and Elin presented on our new Sustainability Projects Fund as well as on the paperless project, or the iPad Audit as it was called, both of which were widely believed to be some of the best student presentations of the conference. I think the AMS could do 4 or 5 presentations next year, and solidify our standing as the most sustainable student society in North America. From our new SUB to our Lighter Footprint Strategy, our bottled water reduction strategies to our vermicomposting, we are really leading the way as far as student groups go. I learned a great deal, made a number of valuable connections with Canadian schools (counterintuitively) and helped set the stage to bring AASHE to Vancouver in 2015, in time for our new SUB to be showcased to the world.

### Getting It In Writing

As part of an ongoing campaign I have been working diligently to finalize all agreements with the university and other groups expressly in writing. From renewing our contract with Zoom Media, to guaranteeing funding for our athletic clubs (see below) and providing funding for childcare and international projects, we have put out a good number of MOUs and contracts this term. I hope that the next President will be as committed to getting things in writing as I have been so we will not wind up with “he said she said” situations and verbal/email agreements in the future.

### **Athletic Clubs' Fund**

Every year students pay \$21 to the AMS for our Athletics and Intramurals Fee. This was originally established when the AMS facilitated intramurals and before the Student Recreation Centre was built. Since that time UBC Athletics has taken over intramurals, now called simply Rec, and the SRC provides cheap recreation space that the SUB ballroom used to have to do exclusively. With this more than \$850,000 we helped build the SRC, and now significantly subsidize campus amenities like the Bird Coop and Storm The Wall registration.

However, since the transition of AMS Intramurals into UBC Rec a number of AMS clubs have risen quickly through the ranks to become nationally, and sometimes internationally, competitive athletic clubs. I am speaking of course about our revered ultimate team, synchronized swimming, men's and women's wrestling, and water polo, to name a few. These "clubs" train hard, invest significant amounts of time and energy into their chosen sports, and have to pay enormous amounts of money to compete and represent UBC abroad.

In light of the recently expanded Clubs Benefit Fund Mike Silley and I thought it would be prudent to find funding for our athletically-oriented clubs, as their funding needs are much higher than the average club, and what they do is more in line with UBC Athletics than any other student group. Recognizing that we collect \$850,000 every year for these sorts of things I went to UBC and worked out a deal in which the AMS will retain \$30,000 per year in order to support our athletic clubs. This has since been formalized by Council and SAC, and these groups are now able to apply to have field booking fees reimbursed, personal training sessions taken care of, and possible travel subsidies for long-distance travel. I am quite proud of this new fund and am happy that the AMS is now able to better support our all-star athletic clubs.

### **Pendulum Update**

I had previously reported that we would be closing the Pendulum this January, but anyone who has been down to enjoy a Veggie T-Bird knows that it is still in full swing. We have, however, made the necessary modifications to the Gallery Lounge, and are ready to complete the transition after Reading Week. We had originally planned on needing to close the Pendulum earlier for site preparations, but modifications to the construction timeline have allowed us more time with the Pendulum and its fantastic patio. The Pendulum will remain open and at full-service until Reading Week, at which point you will have to get your vegan stew from the new and improved Gallery Lounge. Get your Hendrix and quesadilla's on the patio while you still can!

### **Wesbrook and Premier Scholarship Committee**

Every year UBC awards the Wesbrook Scholarship to twenty all-round awesome students on campus. From these twenty recipients ten students are selected for a series of awards that have been created over the years to celebrate academic



excellence, community engagement and athletic involvement – Rhodes Scholarships, of sorts. I sat on the selection committee last term and helped pick the recipients. I had to review more than 100 applications – a metric tonne of reading – deliberate with the committee, and interview our shortlist of candidates. This was a surprisingly big time commitment, but in the end I was able to provide nearly \$100,000 in scholarships for deserving students.

### **UBC Okanagan U-Pass Reciprocity MOU**

When we negotiated the new U-Pass BC contract we had operated under the assumption that all students who previously had access to the U-Pass would get it under the new contract. We were wrong. Translink seemed to take extreme issue with visiting students having access to the program without “being members of the AMS”. However, we have always considered these students our members, giving them voting rights, access to all our programs and services, we just don’t charge them fees with the understanding that they pay their home student society.

To remedy the situation I reached out to the UBC Okanagan Students’ Union and worked out a deal, dictated largely by what Translink would and would not allow, in which visiting UBCO students would have access to the U-Pass if they paid the base AMS fee of \$21. Translink is happy with this, UBCO doesn’t hate the idea, and we can finally get U-Passes into the hands of these thirty or so visiting students. I hope to have the agreement finalized in time for February U-Passes.

For the first term of the U-Pass BC program I promised the visiting students that the AMS U-Pass Bursary would help alleviate the added costs of not having access to the U-Pass. It was quite a surprise when these students had access in August, made their financial plans for the year, and then were told no in September, so the AMS stepped in and are working hard to keep costs down for these visitors in our home.

Other visiting students are safe, though, for now as the university itself has reciprocity agreements with the other institutions. This situation was made all the more difficult by there being two student societies with a single administration. We will continue to work hard to have UBCO and all visiting students expressly included in the contract when it comes up for renewal in 2013.

# Moving Forward

## Annual General Meeting

The Annual General Meeting has been set for Wednesday, February 29<sup>th</sup>. Given that quorum is nearly 1000 students, it is unlikely that we will get anything close to a quorate meeting so we will not be doing any major business. The AGM is when the executive officially turn over, we accept the audited financial statements of the Society and reappoint auditors for the next year. The General Manager makes a speech and the outgoing President makes a speech. Overall a boring event, and in the interest of fiscal responsibility we will not be catering this event. Sorry.

## New SUB Groundbreaking

February 29<sup>th</sup> will also be the historic groundbreaking of the new SUB. From it's inception in 2006, referendum in 2008, finalizing the agreements in 2010, designing through 2011, to shovels in the ground has been a trying, but rewarding experience for all executives involved, our staff, and the broader community. I am very excited to get to begin the next phase of this fantastic project before passing the gavel (and shovel) to the next executive.

## AMS Endowment Fund

In November Student Council created the terms of reference for an endowment fund to 1) help move some of our assets off the books, 2) put pressure on the existing budget instead of robbing piggy banks, and 3) help ensure the future financial health of the organization. We are going to referendum to take this concept and entrench it in our bylaws. This is the first time a student union in Canada will undertake such an endeavour and I am very excited to see it come to life.

In the meantime we need to find different ways to grow the endowment. We hope to sell the Whistler Lodge and some of our art collection to get this started, but we also hope to collapse some of our non-replenished reserve funds into it to yield better returns on investment. We will also be investigating ways to ensure continued contributions to the endowment and new and innovative ways of spending the proceeds.

## Better Future Financial Planning

By making some necessary cuts in 2010-2011, adjusting our fee schedule in March 2011, and creating an endowment in place of multiple reserve funds the last two executive teams have worked hard to finally balance our budget, and set the stage for future financial stability. There is still a great deal of work to do, however, as our businesses are still earning less than they did in 2008, the new



SUB is well on its way, and we want to investigate the possibility of other business and service offerings in the future, so we need to plan.

Over the next few weeks I will be working with my executive, the senior management team, and the committee chairs to draft short, mid, and long term financial plans for each department, dedicated student fee, and committee. There is no reason why we should not have more structured future budget models for things like elections, SUB furniture replacement, and student services. These plans, in conjunction with the upcoming strategic plan for our businesses, will help keep the AMS healthy and effective for years to come.

### Transition

We are now into the executive elections and I am beginning the process of passing the torch. I have a great deal of work to do in getting my emails and files in order, though with the help of my fantastic assistant, Chelsea, most of this is already done and will not take long. I also have to start on my transition report, a document which at first glance will be more than 60 pages. I have learned a great deal during my time at the AMS and want to pass that along. I also have a lot of work to finish up with various university committees and some student initiatives I have been helping with, not least of which being the UBCO U-Pass agreement. And last but not least I have to get my general affairs in order and look for a new job.

## Farewell

What does one say in their last report? I guess I should start by thanking our amazing staff, who day in and day out keep this monster of an organization afloat and running smoothly. The admin staff tirelessly keep the machine running while our business staff endeavour to keep our Services funded. Our senior management team diligently keep us from burning the place down, and our Services staff help us demonstrate value to students. Thank you all for your commitment to improving student life on campus, and I hope that I have shown our appreciation for all that you do enough during my time here.

To Councillors, keep doing great work. Without your vision and continued support the AMS would not get a whole lot done. I could do without the 6 hour meetings, but I would rather have 6 hour meetings and get to do what I do than have 2 hour meetings and feel useless. I hope I have demonstrated value this year, and even though things have been rocky at times, I hope you feel as proud of our two years working together as I do.

To future execs reading this, don't fuck up. I have worked too hard for too long for any or all of this to be thrown out. Everything I have done these two years has been to ensure that UBC remains one of the best schools in the world for its

students, and to ensure that the AMS remains the most relevant, valued, and effective student societies in the world for our members.

Our new SUB is a truly magnificent gift, don't waste it. We worked hard to fix the financials of the Society, don't squander it. And we worked hard to ensure that students' voices are heard on this campus, don't take it for granted. Enjoy your time being privileged enough to have the absolute coolest job on campus, and remember that your success is built upon the success of those who have come before you, and acts as a foundation for those who come after.

And last but certainly not least I would like to thank my fellow executive. I really did not have to worry about jobs not getting done and rarely had to micromanage, and for that I am very thankful. We designed the whole SUB this year, we coordinated a great campaign with other BC schools, we took on the university over Gage South and created one of the biggest student sustainability funds in North America, all because of their effort. Thanks for not making me look bad!

Now I must cut myself off. It is strange to say goodbye because I still have six weeks left of my term, but as I start to plan my transition and finish up projects, it really is beginning to feel like the end of an era. I hope that whether you agreed with me or not you understood that I have always done what I feel is best for students and the AMS. There were some bumps in the road, sure, but this is my first time being a President, just as it was for nearly every president before me. There is no class on how to do this, no "AMS Presidency for Dummies", nor do we get much time to learn the ropes – so have high expectations, and hold us to account, but also have patience. I hope you all had as much fun as I did this year, it has truly been an honour and a privilege to serve.

Over and out.