

Executive Goals Report
2017-2018 AMS Executive

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President - Alan Ehrenholz

Carry Over Goals

Throughout the year, graduate student support was a focus for the entire executive team. Through attending GSS Council meetings, meeting with the GSS Executive, and being open and available for questions when required, the relationship between the AMS and GSS was consistently positive throughout the year. This commitment of support and assistance is one that needs to continue, with the potential of a secession referendum in the fall.

The International Students Association is an club under the AMS, and is one that we continue to work with closely on a number of matters, mostly within the academic portfolio. Our goal this year was to allow them access to use the simply voting platform for their elections, which was something that was not possible.

The Grad Class Council this year selected a gift, and will be working with UBC Equity and Inclusion to install the gift over the coming months. In addition, the 2013 Grad Class Gift contract was completed (and will be installed over the summer) and the 2016 Grad Class Gift is still going through the development permit stage. The time capsule will be buried in conjunction with the 2016 Gift being installed, however, we did make progress in adding meaningful items into the capsule.

Finally, we hosted a successful book launch for the AMS history book, written by AMS Archivist Sheldon Goldfarb, in the Robert H Lee Alumni Centre in December.

Campaign Promises

The Big Plan 2020 was something that was passed onto me from the previous Executive, and creating an AMS Strategic Plan was something that I worked on with my team throughout the year. However, this has proven to be extraordinarily challenging. For the operations and business side of the AMS, this is something that is completely possible; and should be used to help Council understand the direction of the operations and businesses, as well as hold the operations and business team accountable. For the student government side, I have found it extraordinarily challenging to work with this group to create a multi-year strategic plan that I was confident in, and as such it was never finalized.

The recent Governance Review is something that I still look back on, and has helped me in all of my decision making this year. The mentality that arose from that review is that the AMS is students first; this is something that I cannot emphasize enough. The AMS is not about personal gain, or even financial gain, but about doing what is best for students. What is best for students is what is best for the AMS; this is what the Governance Review meant to me, and I hope this mentality is kept in mind moving forward.

Student Life, Mental Health, and Well Being were all a focus of the President's Office at the beginning of the year. Through enhancing events like Faculty Cup, Homecoming, and Winter Classic, as well as through more groups organizing a wider variety of events, student life on this campus is on the rise. This Executive also brought in the EmpowerMe program to the AMS/GSS

Health and Dental Plan, increasing access to mental health services for students on this campus (we have seen high usage statistics on the program so far). Finally, through initiatives like MoveUBC, and advocacy on the Healthy Beverage Initiative, this Executive ensured well being advocacy was central throughout the year.

Policy 131 was fully implemented in May last year, and our Advocacy has mainly been through the VP Academic Office for the majority of the year, since I completed my term sitting on the SVPRO Director search committee.

2017-2018 Goals

Councillor Support was a large focus of the President's Office this year, with both successes and failures. No Council retreat was held due to lack of attendance, however, trainings were held prior to Council meetings in the first term. In addition, I attempted to greet every new Councillor, and answer any questions that they may have had prior to their first Council meeting.

Weekly check in meetings, sometimes more frequent, helped with ensuring each of the Executive team felt supported throughout their terms. This is a fundamental job of the President, and it is one that I feel I accomplished this year.

Student Society support was a focus of mine this year, and along with the VP Admin, it is one that I believe was accomplished. All though we were unable to assist in all situations, we endeavoured to be as transparent and supportive as possible for our constituencies. This was mainly achieved through answering questions and providing assistance navigating the AMS and University landscape.

Student Life on campus has been a focus for a number of years within the AMS, and it is something I am confident is growing. Attendance at major events, such as Homecoming, Winter Classic, and Faculty Cup, is growing. In addition, we are seeing a more diverse set of events across our campus, both AMS-hosted and otherwise, that are engaging our students in new and meaningful ways.

Finally, University Representation was a goal the President's Office set with Policy 131 advocacy and the University Strategic plan in mind. While I sat on the SVPRO Director search committee, and we hired an amazing Director, much of the advocacy on this topic has come from the VP Academic office. In addition, I sat on a UBC Strategic Plan working group, and provided student input on the community engagement and global impact strategies.

Overview

The Vice-President Academic and University Affairs Office had a great deal of transition and restructuring over the past year. Our goals were updated in November with the election of a new VP - this update will be only on the new goals and will not cover the past goals (please see our last update to see the progress of those goals). Overall, some of the more ambitious goals of the office have not been entirely completed, but significant progress has been made on all of the goals we set out to accomplish. We will also include in this update many of our accomplishments that weren't goals but received a great deal of attention over the year. With less than 7 months to advocate for a year's worth of goals we are happy with the progress we made but we recognize there is room for improvement in the future.

Greater Affordability for All Students

A new AMS internal policy (I-11) was adopted and lays out the procedures the AMS and constituencies will follow for tuition consultations. This policy has been reviewed and no changes have been recommended at the moment. We are very happy with the increased collaboration that has resulted from this policy. We have completed the OER Listening Tour and OER Heat Map Seeds project; both will be used to inform a presentation of a Topic of Broad Academic Interest on Digital Learning Costs at the UBC Vancouver Senate. With the support of the Board of Governors we successfully made the UBC administration implement a Housing Action Plan that prioritizes affordability for students. The updated plan includes variable pricing, an annual rent increase cap of 2% plus CPI on any unit (Rent for Rights Ask), and the prioritization of University Housing in the neighbourhood planning process. More work still needs to be done to negotiate a Consultation MOU or Policy Amendment for UBC Policy 71.

Increasing Our Commitment to Diversity, Equity, and Inclusion

The UBC Vancouver Senate encouraged by the work of Student Senate Caucus, successfully created a Senate Ad-Hoc Committee on Diversity and Inclusion. With Student Senate Caucus, we successfully advocated for 4 student seats on a committee of 11 members, moreover, Mariam Hamid (incoming AMS President) is the Chair of the Committee. We advocated successfully for a review of Policy 73 and the first update on the review will be coming to the June Board of Governors meeting. We have worked actively with Paul Harrison, Chair of the Academic Policy Committee of Senate, to tackle issues related to Academic Concessions and Accommodations. We've also worked with Paul to advocate for some form of a reading break in the fall of 2018. We had our first meeting of the AMS Indigenous Advisory Group, however, we recognize there is far more work to be done in this area. We hope to work with the new executives to prioritize this not only for our office but the entire AMS. We've actively been working with UBC Student Services to discuss the current structure of support services on campus. This includes sitting on the hiring committee for a UBC Executive Director Student Health and Wellbeing.

Revitalize the Campus Experience for every student at UBC

The AMS has advocated for the continued creation of affordable Collegia on campus to improve the first year commuter experience. We have begun to have discussions and will continue to advocate for a better transfer, graduate and postdoctoral student orientation. We have received a commitment from the UBC VP Students that UBC Policy 72, “Access to the University of British Columbia” in regards to financial resources, will be brought forward for review in 2019. Our office has done extensive work to review Policy 131 and advocate for the implementation of the UBC Sexual Assault Policy. The AMS-GSS Advisory Group failed to gain traction from all parties so a review of Graduate Advocacy was not possible.

Increase Experiential Learning Opportunities for Students

The Senate Teaching and Learning Committee, encouraged by the work of Student Senate Caucus successfully created an Undergraduate Research Working Group. Max Holmes, current and incoming VPAUA co-chairs the Working Group and we look forward to the work that will be done. During the Strategic Planning Process we successfully advocated for language to be included addressing the need for more Experiential Learning and Undergraduate Research Opportunities. We are working with the Provost’s office to establish a university-wide mentorship program to benefit both undergraduate students and graduate students, this will also be a major focus of the Undergraduate Research Working Group.

A UBC Strategic Plan for Students

With the help of the UBC Vancouver Student Board of Governors and Student Senate Caucus, the AMS advocated for numerous student priorities to be included in the new UBC Strategic Plan. We successfully advocated for the inclusion of language addressing sexual violence at UBC, metrics that will be reviewed by Senate and the Board of Governors, more work and research experiences for students, and so much more. We will continue working to make sure student priorities are at the forefront of all future implementation plans.

Additional Work

Our office has done extensive information gathering related to UBC Policy 131, Sexual Assault and other Sexual Misconduct. We’ve worked with the UBC Board of Governors, VP Students, VP Human Resources, and other stakeholders to ensure a review of this policy is done over the next year and that full implementation of the Policy is of the utmost importance. Our office is also currently representing students on the UBC search committees for both the new VP Development and Alumni Engagement and VP Finance and Operations. We are actively working to create a Sustainability and Climate Justice External Policy during our review of the Divestment Policy. The Academic Experience Survey this year had over 3,000 respondents. We have also begun to review our advocacy related to Athletics and Recreation at UBC.

VP Administration - Pooja Bhatti

Overview:

The Vice-President Administration office undertook a variety of projects and initiatives this past year that focused on improved support for the 400 clubs and constituencies; continuing the UBC Life Building project and working for reduced costs for students; improved programming and exposure for the Hatch Art Gallery; and greater outreach and implementation of the AMS' Sustainable priorities. With the recent dissolving of SAC and the portfolio restructure, as well as a recognition of the gaps that currently exist between the AMS and its constituents, the office spent much of this year focusing on strategic planning and setting up the next steps for the incoming VP Administration to take what has been established over the past year and put it into fruition.

Improvement of AMS-Constituency Relationship:

The ad hoc committee on the AMS' Relationship with Constituencies provided a strong indication that change needed to be made on how the AMS worked with its constituencies, and we took the lead into ensuring that we follow the recommendations put forward by the ad hoc committee. As Vice-Chair of Governance Committee in the summer of 2017, I worked with the committee to form Presidents Council. In collaboration with AMS staff and constituencies, I've also invested the entire year creating a Constituency Executive Handbook, which will be passed on to constituencies and Presidents Council, and will hopefully prove to be a resource guide for new constituency executives. In addition, constituency socials were requested and we planned two socials for constituency and AMS executives, which were well attended. Throughout the year, I attended constituency council meetings, and regularly met with the constituency executives through formal and informal meetings to ensure they were well supported. We also planned a collaborative 'Wellness Week', which included AMS events + 5 constituencies. This is a great advancement in the Administration portfolio in terms of constituency support, and the hope is that this continues and improves in the following years.

Club Accountability, Support, and Procedures:

This was the first year that the VP Administration office did not have the SAC to oversee, and instead had Operations Committee. The bulk of the beginning of the Operations Committee's term was to create the Operations Committee Handbook, which was meant to define important procedures such as building oversight, club constitution, elections, etc. The handbook was updated throughout the year based on gaps that came up throughout the year, as well as specific projects, such as defining the relationship between the AMS and departmental clubs. The incoming VP Administration will need to put what was written up into practice. The Operations Committee also met with multiple clubs and recognized gaps, and will be writing recommendations to the incoming Operations Committee on projects to take on. Club accountability was a big priority of the Administration office. We wanted to ensure that clubs understood their relationship with the AMS and the importance that is placed on meeting deadlines, filling out important agreements, and submitting budgets. The New Club Application was also advanced to add a quiz to ensure prospective clubs read the Master Constitution, and deconstitution process now involves an appeals meeting to figure out why a relationship between a club and the AMS was not working. We worked to be more diligent, more responsive, and

more clear on expectations and deadlines, and held regular office hours for clubs to personally seek help. The goal is for the incoming VP Administration to hold clubs to a similar standard. The Student Life and Sustainability Centre continued to be a resource for clubs to use for renting equipment. We had a much greater utilization of the service compared to its opening year, and brought in more equipment for clubs to rent. We also animated the space and worked to make it a more lively environment in the Nest. Partnerships with venues and merchandise companies, such as Dad's Printing, proved to be effective as more clubs took advantage of these partnerships than in previous years. We hope that the incoming Administration team will work on improving the efficiency of rentals, as well as help integrate the sustainability office better.

UBC Life Building (Old SUB Project):

As this year's Administration team came in at the tail-end of the project, majority of the work that took place was with respect to ensuring costs were kept as low as possible. This included working with the University on the financials of the project. After several conversations on the concept of 'shared space', the AMS was able to save students over \$200,000. In addition, we used other cost saving measures such as reused materials and value engineering. In addition, the past year was spent meeting with the clubs and with UBC Properties Trust and Infrastructure monthly to discuss updates on the construction. The date of occupancy is July 15th, 2018, and the incoming Administration team will be responsible for moving the clubs from the Nest or their external locations to their space in the UBC Life Building.

Hatch Art Gallery Identity Formation:

The Hatch Art Gallery recognized some major gaps when it came to the gallery and student outreach: many confused the Gallery with the Gallery 2.0, and many were not sure that the Hatch had no admission fee. We worked to improve its identity by including extra signage by the 2nd floor elevators, animating the space with art books, and creating our first ever catalogue for the show '(con)text', which took place in January 2018. We also held a proposal writing workshop in partnership with the Belkin to assist prospective art show submissions. We recommend that the incoming Administration team continue to work on forming an identity for the Hatch. The results of the Nest Experience Survey should also prove useful in recognizing gaps.

Sustainability Strategies, Projects, and Outreach:

This year, sustainability officially moved to the Administration portfolio, and we took on ambitious projects. The Lighter Footprint Strategy was put under an extensive review, which included additions of financial and social sustainability and a name change to recognize the student collaboration it took to create the strategy: 'Student Driven Sustainability Strategy' (SDSS). The incoming team will need to take this strategy and use it to form their goals. AMS Sustainability was one of the primary founders of the 'Sustainability Collective', a group of representatives from major sustainability groups on campus who meet together and strategize how UBC can be more sustainable. This has received massive attention and has allowed AMS sustainability to identify student's concerns when it comes to sustainability. In addition, the AMS worked with SEEDS on two sustainability project: a mobile and a wind turbine. The turbine will be complete for April 2018, but the mobile will need a couple extra months. The Outreach Coordinator was a new position this year that focused on working with the Zero Waste Squad, but also worked on outreach through the form of a Sustainability Newsletter that was

released monthly to all the major sustainability group on campus to showcase what AMS Sustainability was pursuing.

Additional Work:

The Administration portfolio had some additional projects, such as the renewal and creation of the MOUs with the Nest student tenants; CiTR and Ubysey respectively. The Nest was also animated with 'Night Light', a SEEDS project that is located on the column next to Merit Travels that showcases a beautiful art piece. Also, the Administration team worked with the President portfolio to organize and executive the All Presidents Dinner, which received a higher turnout than previous years and was well received by alumni and the University. In addition, the biggest project taken on by the Administration portfolio that was not part of the original goals was the update on Policy I-7, by the Operations Committee.

VP External - Sally Lin

Overview:

This year, the External Office worked across numerous advocacy issues, whilst simultaneously fulfilling the goals set out at the beginning of this term. In order to do so, we ran multiple campaigns, coordinated an incredibly successful Student Union Development Summit, advocated for student rental rights and housing affordability, as well as engaged stakeholders regarding issues of sexual violence and mental health; both within and outside the University. Additionally, the office focused on providing a solid foundation for advocacy efforts in future

years by expanding the scope of existing empirical research regarding students at post-secondary institutions; notably, we conducted focused literature and methodological reports on student loans, graduate student scholarships, transit routes affecting students, open educational research, mental health initiatives at UBC, and the implementation of sexual violence prevention programs.

Building our Engagement Networks

This year, our office was able to complete all of our key performance indicators with respect to building our engagement networks across campus. In doing so, we hope to have ameliorated the state of AMS engagement with different constituencies, campus groups, and individual students. Our office created a Terms of Reference Document for the Student Issues and Equity Caucuses over the course of the year in order to facilitate the implementation of these groups. Further, our office was able to design and complete an engagement map of the University, which provided contact information for student, resource, and other interest groups on campus. We are happy to report that this map was very useful in supporting our campaigns and engagement efforts; we hope this resource is used in subsequent years. Our office also attempted to provide Council with reports on the status and success of all campaigns ran this year.

Rebuild Connections to Different Levels of Government

Another goal of the External portfolio this year was to rebuild connections with different levels of Government. This year, the External Office was able to network and communicate with various levels of government, including municipal stakeholders, provincial legislators, and federal actors. Notably, the External Affairs team was able to embark on three trips geared towards advocacy. Over the course of these trips, the AMS was able to connect with student leaders from other post-secondary institutions, and collaborate in order to reach a variety of key stakeholders at each level of government. The contacts and channels accessed over this year should provide a robust network through which to further posit future advocacy efforts, particularly for provincial advocacy. There has also been more active reach in engagement with non-government stakeholders such as TransLink.

Student Housing Affordability and Rental Rights Goals

This year, the External Office placed a significant emphasis on Student Tenancy Rights; we hosted a campaign to engage with students, conducted meetings with key campus groups, ensured Rent with Rights was part of our government advocacy, and hosted a housing fair. With respect to our key performance indicators, we were able to present legislators with over 1,400 signatures, highlighting support on UBC's campus for the Rent with Rights campaign. Though we were not successful in having an MLA present the petition in Legislature, our conversations with elected officials across partisan lines were met with increased support for these issues in March. Additionally, the MLA presentation for the Rent with Rights petition was a goal set in mind with an opposition with a position more favourable to tenancy rights. Given the change in government this goal became null. Tenancy rights continues to be a key advocacy point for the AMS and schools beyond, we also saw the Alliance of BC Students add their name as signatories

to the campaign, and are actively engaging with other Student Unions to increase the support behind the campaign. The AMS Housing Fair saw over 200 attendees throughout the course of the event, and received high level satisfaction from both student attendees and community stakeholders. The Housing Fair focused more on raising awareness of off-campus tenancy rights and connecting students to the right resources.

Other Provincial Advocacy

This year, the External Office took on numerous initiatives through which to improve the academic affordability of post-secondary education for students, thereby reducing financial barriers to obtaining this education. Academic affordability was a central facet of our advocacy efforts to provincial and federal levels of government. Two lobby trips were conducted provincially, meeting 12 MLAs in the first trip and 14 in the second, along with Assistant Deputy Ministers, Executive Directors within relevant portfolios. We were able to present data-driven advocacy points to legislators based on reducing student loan interest rates, the demand for provincially sourced up-front needs-based grants, merit-based graduate student scholarships, open educational resources, and financial literacy. We conducted significant research into these topics as well. A student loans focus group was conducted to capture qualitative data, as well as research on OERs, student mental health, and work-integrated learning programs, which we hope to provide as a resource for incoming staff and future executives.

Federal Advocacy - UCRU, E-Petition, Stats Canada SV Survey

Federally, the AMS is part of the Undergraduates of the Canadian Research-Intensive Universities (formerly ADVOCAN). UCRU rebranded to increase recognition and alignment with the U15 group. Over the course of six days, the VP External joined partners schools in Ottawa and met for over 50 meetings with MPs, ministers, staff members, policy advisors and other decision makers throughout the week to advance the conversation. Topics of discussion for the 2017 delegation included policies impacting Indigenous students, the Canada Student Loans Program, undergraduate research funding, and expediting the the PR process for international students by counting work-integrated full time opportunities towards their applications. From this trip, we were connected with the opportunity to provide feedback and direction to the Status of Women of Canada for a Statistics Canada survey on sexual violence on post-secondary campuses. Additionally, MP Jenny Kwan, member for Vancouver-Mount Pleasant, and Vice Chair on the Standing Committee on Citizenship and Immigration has willingly sponsored an e-petition in the House of Commons for the international students ask.

(<https://petitions.ourcommons.ca/en/Petition/Details?Petition=e-1524>) The petition is open for signatures until June 16, 2018. To date, it has 1736 signatures. The outgoing UCRU team has also prepared drafts for 2019 round of budget submissions, for submission fall 2018.

Transportation

Transit advocacy for the External Office covers three major projects. The first is the Broadway rapid transit line. The AMS continues to be an advocate for the extension to UBC. Recently, senior government has committed their share of the funding, and the UBC Board of Governors

has given high-level support for the extension to UBC, as well as consideration for funding. The AMS has been consulted in these consultations and had provided written feedback and well as attended stakeholder workshops. Sitting on the MLBE's Business and Community Advisory Group representing UBC students, our feedback was integrated into their construction mitigation strategies. We continue to follow through on project developments and advocate for progress on the project. Over the summer, the AMS had successes with advocacy against the cancellation of the #480 bus, TransLink took AMS recommendations for reducing service to peak hours and implemented in their plan. Working with the U-Pass Advisory Committee, also secured an 18-month extension of the U-Pass program as well as provided input to a BC Stats survey on the U-Pass users. Lastly, working with a PLAN 522 course and the SEEDS Sustainability Program, the AMS has conducted research on 6 major transportation routes and single occupancy vehicles to begin assessment of UBC Student Transportation patterns. The AMS also produced a bike-share policy that served as guidance for UBC's procurement and selection process for public bike-share on campus, the VP External also took part in stakeholder sessions in selection.

Student Union Development Summit

This year, the Student Union Development Summit (SUDS) was incredibly successful. We met and surpassed our goal to register 100 delegates, with a final count of over 135 delegates representing dozens of post-secondary institutions. We were able to remain within budget through cost-cutting measures and increase revenue through increased registration; resulting in a large operating surplus within the SUDS budget. For the first time since its inception, SUDS turned a profit, and will hopefully grow in subsequent years. The role of the SUDS Coordinator and collaboration with the rest of the External Office was essential to the smooth operation of the conference. We were also able to formalize a survey process, through which we aim to collect delegate feedback for use in planning for following years. This year, the SUDS coordinator also put together the first comprehensive 20-page transition report.

Additional Work

This year, our office has conducted extensive work with respect to additional areas of interest not initially outlined in the portfolio's goals. Notably, we have conducted significant research into areas regarding mental health. We hope this analysis provides substantial background information for future advocacy efforts; namely, in the attempts to obtain a cohesive and data driven approach to mental health initiatives. Further, the AMS has worked collaboratively with Our Turn, in order to improve advocacy at the provincial and federal levels for Sexual Violence on campuses.

VP Finance - Alim Lakhiyalov

Main Overview

Over the course of this fiscal year, the Vice-President Finance Office undertook a variety of projects and initiatives that were centered around the three main goals set out by the office during the early stages of the term:

1. Creating a long-term sustainable financial plan for the AMS and ensure AMS businesses are successfully operating.
2. Implementing professional development programs for students outside of the classroom.
3. Improve and innovate the accounting processes at the AMS.

Furthermore, the Vice-President Finance had carry over goals that were composed of developing a new fund for well-being on campus and ensuring a transparent and accountable means of allocating funds for new initiatives.

Creating a long-term sustainable financial for the AMS and ensure AMS business success

1. Investments
 - a. First and foremost, the Vice-President Finance office objective was implementing the new investment policy. This process included ensuring that we have our investments correctly allocated fixed income and equity holdings which according to the new investment policy statement sits at 70/30 split.
 - b. Alongside the Managing Director, we were able to hire qualified fund managers that align with the core values of the AMS, keeping sustainability at the forefront of our investment decisions. Furthermore, this processes included transferring all our current investments from our previous account to our new investment account with Phillips Hager & North Investment Counsel.
2. Nest Refinancing
 - a. With the tremendous work from the Managing Director, the AMS was able to successfully complete the refinancing process for the AMS Student Nest with the Royal Bank of Canada. The refinancing agreement was completed and signed with a long of \$71 million dollars, successfully locking in an Interest Swap Rate of 3.23% for the next 18 years. This agreement is amongst some of the most monumental victories of the society that will continue to save students over \$70 million on paying for our AMS Student Nest.
3. AMS Businesses
 - a. The operations of AMS businesses have demonstrated outstanding performance, with total contributions to the society exceeding our initial projections for the budget. The highlights of financial performance from the AMS businesses were the total combined revenues of our best forming outlets such as Blue Chip Cafe, Pie R Squared and Honor Roll but not to forget mentioning the stellar performance demonstrated by Conferences & Catering.
 - b. This year, there was focus on re-branding for the AMS businesses which included the birth of two new outlets - Iwanataco and Porch, both of which have become quite popular over this fiscal year.
4. Budgeting and Quarterly Financials

- a. This year, a new budgetary system was proposed by the VP Finance that will allow for improved financial forecasting for the next coming fiscal year.
- b. The Vice-President Finance office has been submitting quarterly financial to update our constituents on the society's financial standing.

Implement Professional Development Programs & Financial Support

1. Clubs & Constituencies
 - a. Throughout this year the Vice-President Finance office heavily focused on providing the best possible support to the Treasurers and VP finances of all clubs and continuing to assist them to improve strategic planning and financial operations for their organizations. The team was able to set up frequent consultations with all VP finances of constituencies, including during the budgeting process when assistance may have been most needed.
 - b. Furthermore, the Finance Department handbook was completely redone and released - this entirely revamped handbook allowed for updated information regarding all financial protocols and clearer presentation of the material.
 - c. All training material was recreated for the Treasurer authorization process, while no videos orientations were created - the actual orientation process was re-done to ensure more efficient training sessions and better relay of information.
2. Funds
 - a. Over this year we completed an audit of last years funds, were able to breakdown the number of applications reviewed, approved and money collected. This allowed us to better focus our communication efforts and increase the number of applications we received this year.
 - b. Additionally, all code for the funds was updated to accurately reflect what the funds are intended to be used for.
3. Financial Literacy Program
 - a. One of the focuses for the VP Finance Office was to host Financial Literacy Programs to teach students on good budgeting and personal finance. We were able to host a workshop with a CPA certified tutor and held the session in the AMS Nest - unfortunately our marketing was no ideal and thus attendance numbers suffered. The original plan was to create multiple workshops throughout the year however due to timing constraints we were unable to secure tutors for subsequent workshops.

Improve and Innovate the accounting processes at the AMS

1. Expand Square & Replace Current online ticketing platform
 - a. We continued to expansion program of Square, being able to onboard more clubs in order to increase the total revenue that the organizations were able to generate by allowing them alternative options of collecting moneys.
 - b. Completely finalized the installation of ShowPass over this past fiscal year which became the new online ticketing platform for Clubs to use. Furthermore, all club accounts were imported and the system is fully functional.
2. Corporate Card Program

- a. This year, we had to pivot to implement a new corporate card program as a result of the moving from BMO to RBC of all AMS bank accounts. While the initial program was ready for expansion, we unfortunately had to start at Stage 1 - this process took much longer than we initially anticipated with issues during the KYC (Know Your Customer) stages as well as transaction management setup.
 - b. The program is now up and running, and ready for expansion in the new fiscal year.
3. Improve our accounting software for better more efficient department operations
 - a. The accounting system currently used by the AMS is quite outdated, thus one of the goals of the VP Finance Office was to revamp the system to a better higher functioning platform. However, it was noted that the Prophix system initially purchased a couple years ago is unable to be expanded to all clubs & constituencies due to the extreme high cost of operation.
 - b. There is a suggestion for the incoming VP Finance to look at alternative budgeting and accounting softwares that could be of functional use and possesses a scalable framework.

Student Services Manager - Marium Hamid

This has been an incredible year of challenges, achievements and opportunities for the Services Team. We modified our goals as progressed through the year given the evolution of our understanding of each of the services. We adapted to the changing landscape of UBC and leveraged our strengths to focus on what we thought would yield the best benefit to students. We saw overall healthy numbers in our interactions and finances. Below is the summary of the SSM's overall goals followed by service specific goals.

SSM:

1. **Implement a data collection System:** A customized data collection and analytics system was launched earlier this month. It will become fully operational for the upcoming year.
2. **Targeted Student Outreach:** Our advocacy was informed by our assessment of students need. We optimized our operations by aligning it to the changing needs of student life on campus.
3. **Emphasis on Student Experience:** Our data collection coupled with a feedback process for each service allowed us to continually improve the services. It also showed us opportunities of growth for us.
4. **Professional Development for Staff:** $\frac{2}{3}$ of the conferences budget was utilised for the year with the DiSC part 1 and 2 completed by the Winter Term 1.

Services Specific Goals:

Advocacy

1. **Obtain effective and confidential file tracking and practice software:** We were successfully able to get Clio, a case management software, installed in January. This has significantly enhanced our ability to organize and utilise the information that we receive from a client.
2. **Hire a volunteer team:** We successfully hired two first year law students that started with us this January. We will be better equipped to deal with the workload of the office as a result.
3. **Cultivate Campus partnerships:** The UBC Ombudsperson has continued to be a great resource to all the office in providing assistance and referrals. We also engaged more with the SVPRO and Director of Investigations office.
1. **Compile Information package for students:** All information given out to student was updated to reflect the changes in policy.

Foodbank

1. **Implement a new inventory management system through the use of Square:** After further considerations, we decided to not implement a IT based inventory system given the unique nature of service. The high turnover as well as ever changing roster of products restricts our ability to integrate Square.
2. **Enforce the current policies that we have in place:** We were able to enforce policy and were assisted by a SEEDS project that looked into consumer behavior. That will inform us going forward.

- 3. Expand campus and community partnerships:** Food Bank has established multiple new partnerships with not just food outlets but also with organisations that contribute financially. Most notably faculty departments, the theological establishments on campus as well as the faculty women's association on campus.

Safewalk

- 1. Continue and Expand Athletics Partnerships:** We were unable to expand beyond the Varsity Football team due to the training schedules of the potential teams. We will continue to explore this further.
- 2. Address Perception of Service:** We did not receive negative feedback from community partners and were able to participate in community events as well.
- 3. Data Collection and App:** Swiftwalks was tweaked this year to ensure maximum efficiency. New features were added and old ones were better utilised. Collected data also helped us advocate for financial assistance from the the UBC VPS portfolio.

Tutoring

- 1. Standardized procedure data collection and uniform responsibilities for tutoring supervisors:** Supervisors were hired and trained with their new responsibilities. Data was collected from all locations consistently.
- 2. Build reputation of service:** We were able to not only continue all of our existing contracts, we were also able to add more through FUS and CUS.
- 3. On-going and relevant professional development for staff:** Thanks to our partnership with CTLT and CSIC, we were able to make our staff part of their community of learning which led to better professional development opportunities throughout the year.

Speakeasy

- 1. Develop training program involving workshops centered on proactive skills and supporting peers:** Ongoing professional development was provided to all peer supporters which in turn led to multiple volunteer led projects including the Mental Health Symposium workshops in January.
- 2. Re-vamp outreach strategy to increase student engagement and utilization of the Service:** Fewer smaller events were thrown. Instead larger events in collaboration with other organisations were done.
- 3. Establish formal post- drop-in feedback process:** The process was implemented along with a strong protocol of debriefing after each client session.

Vice

- 1. Increase student recognition of Vice:** Through Naloxone and Red Flags Training, we were able to build trust and recognition in the UBC community.
- 2. Build connections with community partners:** Mental Health Network, Kaleidoscope, IFC and Alpha Gamma sorority were all new partners that along with others have committed to future projects.
- 3. Empower volunteers with comprehensive training:** A holistic training along with Speakeasy was conducted in the starting of the year which allowed us to leverage a larger pool of skill sets.

- 4. Support 3 volunteer-led initiatives per term:** 2 out of the 3 were implemented, most notably through our social media outreach.

eHub

- 1. Enroll at least 8 teams for Launch:** All teams were successfully recruited and enrolled for the first phase of the service.
- 2. Increase diversity at Startup Weekend:** We achieved good parity with students from multiple faculties, gender identities and years of studies in both the Startup Weekend and RBC Get Seeded event.
- 3. Finish eHub Programming by August 15th:** We were able to finish this for the soft launch. For the main launch in January, all programming was completed in early December.

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
 - o 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)
 - o 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
 - o 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
 - o 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
 - o 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
 - o 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)
 - o 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		