As we start the 2018-19 year as AMS Executives, we are thrilled and full of optimism for the possibilities that lie ahead for the AMS. Equipped with the knowledge of the transition process and a month of being at the job, we have developed our own understanding of what our role entails.

We have completed our hiring for the summer and with the exception of a few vacancies that will be filled during the winter term, we are excited to have full teams for the year. Our teams were an integral part in the goal setting process for all of us and we are hopeful that this document will provide a good insight into their aspirations as well.

This report was a collaborative effort which provided us with a great opportunity to engage in constructive conversations about our strengths and weaknesses. As such, this report thrives to paint a cohesive picture of what we hope to achieve both personally and collectively.

We hope that this is the year where AMS not only strives to excel in areas where we have already invested in, but also critically evaluate the areas where we should be putting more efforts in. Our collective goal for this document is for it to inform our membership of what we do and to use it to engage and collect the feedback we need to improve.

Sincerely,

Marium Hamid
President

Max Holmes
VP AUA

Chris Hakim
VP Administration

Cristina Ilnitchi
VP External

Kuol Akuechbeny
VP Finance

Piers Fleming
Student Services Manager
GOAL 1: STUDENT ENGAGEMENT
Team goal: The Executive team came into these roles because they deeply cared about students and their university experience and we think it is important to show this year-round. While we hope that a more public campus presence provides an opportunity to communicate to students what the AMS is and what it does for them, we also want to support the amazing work that other student leaders at UBC are doing for their communities. Moreover, it is not just at fun events that we will be present; the Executive team is dedicated to ensuring that we better engage and represent students by going to where it’s accessible for them to involve them in decision-making. Looking internally, we want to recognize where the AMS has not included marginalized voices and vision for their office, we want to entrench student-wide interests at the core of everyone’s work and establish a relatable, sustainable, and ambitious vision for the development of the AMS.

Key Performance Indicators:
- The Executive will be visible during first week and engage with the student body by participating in first week events, orientations, move in, and Imagine Day
- Each Executive will attend one student-led event or initiative on a monthly basis
- At every possible opportunity we will work to make our decision-making more informed and representative by seeking out voices affected by our work and going to them to seek consultation
- We will acknowledge areas where the AMS has historically been inaccessible or unrepresentative and make intentional efforts to improve practices and structures to ensure that they represent, support, and encourage underrepresented voices and stakeholder involvement

GOAL 2: STRATEGIC VISION
Team goal: After 103 years since the inception of the AMS, we think it is important to reflect on the reasons the Society was created in the first place. This year’s executive team is dedicated to creating a meaningful and consultative strategic plan that remains relevant past our year. During the consultation process we will ask students important questions about the values of the Society, the purpose of its advocacy, and what the future of the AMS should look like. While respecting the autonomy of future executives to pursue their
GOAL 3: COMMUNICATIONS
Team goal: A hardship every Executive team faces when they come into office is the realization that many of the people they represent don't actually know what the AMS does for them. This Society was created by students for students and this year's team recognizes the importance of prioritizing accessibility and clear messaging. We want to better inform students about the wide range of valuable supports and services that they pay into so they can engage in all parts of the Society. Whether students eat at the Nest, drop in on an AMS Council meeting, save money on textbooks because of the advocacy done on open educational resources, or take a safe ride home at night with Safewalk - we want students to know that this is their AMS and we have their back.

Key Performance Indicators:
- The Executive will complete media training by summer 2018
- Each Executive will outline the communication needs of their portfolio and meet with the Communications team to discuss an action plan for the year
- Explore multiple platforms for communications to consistently and creatively deliver information to our membership

GOAL 4: COUNCIL ENGAGEMENT
Team goal: The board of directors that sit on AMS Council do the important work of keeping the Executive accountable to doing the work that serves the student body. In order to provide a more transparent and informative platform for discussion to take place, the Executive team is committed to an ongoing training program for councilors. We hope that the better we can equip Council to feel confident about the role they play in the Society, we can improve inquiry and engagement in the work that the Executive does, and, therefore, the work we do is refined through insightful discussion and a range of perspectives.

Key Performance Indicators:
- Organize ongoing orientations throughout the year for new and existing councilors through more accessible and engaging online materials
- Prepare a comprehensive plan for next year’s orientations
- Consistently submit reports and make presentations to Council to keep our offices accountable and engage with councilors
GOAL 1: ACCESSIBLE SERVICES
Values: Approachable, Progressive & Principled

Campaign Goal
As UBC and AMS grow, the need to provide and continuously improve the services to the needs of our changing membership also grow. Despite the presence of services that exist both by UBC and AMS, the awareness and usage of these services remains unsatisfactory. The average student continues to under utilize the breadth of resources that are available. As President, I want to make all services present at UBC not only more accessible, but also more relevant. In the delivery of our services, it is important for us to remember the needs of marginalized, discriminated and disadvantaged groups. We must adjust our current models to reflect that. AMS services are meant to supplement and complement other community resources but knowledge on how and why these resources differ has never been articulated to our membership.

Key Performance Indicators:
• Create a centralized place for students to provide feedback on all AMS resources including the AMS/GSS Health and Dental Plan and AMS Services (Safewalk, Foodbank etc).
• Report to Council with findings on how we will incorporate student feedback in December.
• Include our resource offerings- services, funds and advocacy, in the new AMS website.
• Work with UBC Vice President, Student’s Office and Provost Office to integrate wellness and inclusion as embedded values.

GOAL 2: ENGAGED COMMUNICATION
Values: Collaborative & Approachable

Campaign Goal
AMS has had the opportunity to serve students for over a hundred years now, but within that time, we have not invested sufficiently in informing and engaging with our membership on what we are doing and what we should do. A large reason for this has been the changing mediums of communication and our lack of adaptability to those. Our website as well as social media have not been updated and utilised to the extent needed to actively inform our membership of what is happening. We need to invest in not only better platforms but also in building the capacity necessary to scale to the communication needs of our large and diverse audience.

Key Performance Indicators:
• Finish the revamp of the AMS website by the end of Summer 2018. Additionally, increase our web interactions and reduce bounce rate on website.
• Complete an audit of our social media channels to consolidate existing pages.
GOAL 3: ENHANCED CONSULTATION AND ALLOCATIONS
Values: Collaborative, Data Driven & Progressive

Office Goal
2018 will mark the end of a tuition cycle for UBC which means that changes for the next three years will be proposed sometime in Winter Term 1 Board meetings. While we cannot be certain of the specifics of the new changes, as President, I want to ensure that the proposed changes are not only well communicated and consulted with the student body, but that they are justified with extensive evidence. Similarly, the past 2 years have seen the 2015-16 created Excellence Fund allocated to mostly Research Excellence projects. As the fund grows and nears its cycle, I want to ensure that more of the funds are strategically allocated to Student facing initiatives ahead of budgeting cycles as opposed to ad-hoc allocation throughout the year.

The AMS stands to gain a lot more leverage in our advocacy if we are able to foster and build on the voices of existing organisations within the AMS. Our constituencies and clubs have direct connections with our membership and as such, we should start engaging all our stakeholders on a regular basis.

Key Performance Indicators:
• Attend Jumpstart, Imagine Day and GSS Orientation to increase awareness of the AMS.
• Streamline the language used by AMS and UBC on wellness resources to make navigation and access more clearer.
• Meet at least monthly with the the GSS to create a plan for graduate student advocacy and initiatives on campus.
• Hold monthly meetings of President’s Council to continuously engage all constituencies.

GOAL 4: IMPROVED STUDENT EXPERIENCE THROUGH INCLUSION
Values: Approachable, Progressive & Principled

Campaign Goal
Our UBC community is as diverse as it is large and we can do better in our inclusion of everyone in creating a student experience worth remembering. I acknowledge that the AMS has lacked in its involvement and inclusion of multiple groups on campus. Doing that requires an active, open-minded, culturally sensitive and collaborative approach. I hope that we are able to embed those values in all aspects of AMS operations.

Key Performance Indicators:
• Complete and publish accessibility audits of all AMS buildings on our website. Ask UBC to make accessibility audits of their buildings easily available on all their websites.
• Meet with AMS Resource Groups at least twice each term to discuss ways to better support each other.
• Consult Indigenous communities on campus on the creation of Executive Projects Assistant for Indigenous Affairs in my portfolio.
• Provide support for the new Executive Projects Assistant, Indigenous Affairs and VP AUA to create structures internally and externally for better engagement with communities.
• Present the year end report from the Senate Ad-hoc Committee on Academic Diversity and Inclusivity to Council to show the integration of inclusion in the Senate realm.
GOAL 5: INTERNAL AND EXTERNAL GOVERNANCE
Values: Collaborative & Data Driven

Office Goal
In the years following the external review of AMS governance, we have strayed away from multiple key aspects of the recommendations. Key amongst those are the positions reporting to the Managing Director of the Society, the Advisory Board to the Society and the AMS Strategic Plan. We have the opportunity to not only reinstate those structures but also build them up with our past shortcomings in mind. With the recent numbers of vacancies that we have had and the changes in the university landscape, the creation of these positions will allow us to make structures that are socially and professionally sustainable for UBC.

UBC leadership has also seen a high turnover in the recent years. With the majority of the executives new to their roles and the VP Students Search Committee commencing soon, it is essential for AMS to actively communicate and advocate to the university to include student perspectives.

Key Performance Indicators:
- Create and recruit the positions of Senior Manager, Student Services and Senior Manager, Finance and Operations by September and January of this year respectively.
- Fill the current vacancies of two Manager positions by June of this summer. Recruit all members of ABS by the end July to have our first meeting in August. Have ABS meet a total of 4 times by the end of the academic year.
- Consult, create and complete AMS’s new Strategic Plan by Winter Term 1.
- Sit on the search committee for the Vice-President, Students of UBC and actively provide the input necessary to further student interests.
GOAL 1: INCREASE FINANCIAL DEVELOPMENT, COLLABORATION AND SUSTAINABILITY
Values: Collaborative, Approachable, Progressive, Principled

Establish a VP Finance Caucus (like VP Academic Caucus) to enhance collaboration with constituencies’ and clubs’ VP Finances. Including work to better the credit card program and propose secure online financial transfer policy and usage.

Lift the maximum monetary caps from the AMS Club Benefit to increase the usage of the annual fund. Budget AMS club benefit funding for eligible AMS organizations to cover 75% of the event’s expense and place the maximum cap at $2,000.00, this contrasts with the previous years’ maximum cap of $1,500.00 to cover up to 50% of expenses.

Increase the usage and available funding for the AMS Student Initiative fund for student projects. Double AMS Student Initiative Funding to cover up to $1,000.00 per student project to incentivize innovative and independent research for both graduate and undergraduate students, this contrasts with the previous years’ maximum cap 500.00 per project expense.

Key Performance Indicators:
- Increased usage of the Clubs Benefit Fund to over 60% of the annual fund
- Increased usage of the Student Initiatives Fund to over 30% of the annual fund
- Terms of Reference created for VP Finance Caucus, and meeting at least monthly
- Increased usage of the SPF to over 70% of the yearly fund
- Developed a metric to evaluate the sustainability of projects funded by the SPF

GOAL 2: STREAMLINE FINANCIAL OPERATIONS OF AMS CLUBS, CONSTITUENCIES, AND RESOURCE GROUPS
Values: Principled, Support, Progressive

Improve and promote the AMS online event and ticket organizer, Showpass. Incentivize Showpass to charge lower transaction fees, increasing the term of our contract and convincing more AMS clubs to use the service. Establish a good working relationship with Showpass representatives for future collaboration.

Add the debit option for the mobile point of sales service, Square. Purchase a limited quantity of Square debit machines to be made available for sign-out by AMS organizations.
Improve the process for club, constituency, and resource group treasurers to access account details. Explore upgrading SharePoint or replacing it with a new application.

**Key Performance Indicators:**
- Signed a new contract with Showpass for 3-5 years and maintained the transaction fee below 7.5%
- Purchased Square debit machines and implemented sign-out program
- Established a plan to implement a new system for treasurers to view their accounts’ full transaction histories
- Eliminated paper reimbursement for largest AMS organizations by January 2019
- Expanded the AMS credit card program to all constituencies and major clubs
- Established a plan to implement a secure online transfer system by the end of the academic year

**GOAL 3: AMS SELF SUSTAINABLE FINANCIAL PLAN**
**Values: Collaborative, Principled, Community**

Implement the current split investment policy, with the goal of a more sustainable wealth generation from our investments. Aim for 70% fixed income and 30% equity investments to generate wealth and preserve capital targeting about 5.5% return annually.

The VP Finance and the Managing Director will be meeting with the AMS fund managers at PH&N on a quarterly basis to ensure to review expected returns, and our investment portfolios and operations continue to align with AMS values. The VP Finance will also engage with AMS members and Finance Committee to identify possible future investments opportunities that align with AMS values, yield higher returns, and have lower risks.

Review and optimize the AMS fee and spending structure, by making recommendations to Council to ensure we use student fees effectively. Engage and support AMS organizations including the Student Legal Fund, WUSC, and AMS Resource Groups through quarterly budget reviews and strategic advice. Conduct in-depth research and collaborate with the AMS organizations and members to identify specific ways to free up AMS fees that are collected and not being used to benefit the AMS and UBC community.

**Key Performance Indicators:**
- New software and system set up by the end of 2018
- The investment yields the target returns and follows AMS values
- Establish a strategy to free up underutilized funding
- Held quarterly budget reviews and presented strategic advice to AMS organizations.
VP ADMINISTRATION

GOAL 1: CLUBS AND CONSTITUENCIES
Values: Consistency, Continuity

New SUB Project
Campaign promise: Complete the construction and move in of the New SUB.
Office goal: It is a goal of the Administration portfolio to complete the construction, transition, and maintenance of the New Student Union Building (SUB). Based on current projections, the new SUB should be completed by the end of the summer so the administration office will work to hold an opening of the building before September. After the completion of construction, clubs need to be moved into the building. With the help of the New SUB committee the move in process will be done in an organized and timely manner.

Upon completion of the move in process the New SUB Committee will transition into oversight and maintenance of the building and meetings will be held with stakeholders to ensure satisfaction in the new spaces.

Key Performance Indicators:
- Complete construction of the New SUB by the end of the summer
- Host an opening for the New SUB
- Begin club move in plans on June 15th
- Complete club move in by end of August
- Run a post-occupancy check after clubs move in

Department Clubs
Campaign promise: Finish up departmental club issue
Office goal: One of the carry over goals from the previous VP Administration is to ensure that all departmental clubs that are sitting on constituency boards are brought in as AMS Clubs. Departmental clubs are proven to be a liability to both the AMS and the constituencies, therefore we will continue the project started by the previous VP Administration, while also limiting the acceptance to constituency boards to AMS clubs.

Furthermore, the previous VP Admin had created a new system in which departmental clubs on constituency boards would report their documents and budget. The system lays out that departmental clubs on constituency boards are to provide their essential documents and budget to the constituency, which is then the constituency’s responsibility to relay these documentation to the AMS. We intend to incorporate this system and make sure that it is able to run smoothly.

Key Performance Indicators:
- Accept departmental clubs on constituency boards as AMS clubs by the end of summer
- Remove non-conforming clubs from constituency boards
- Provide guidelines to constituencies to only accept AMS clubs
- Ensure that the documentation and budget procedure is being followed
**Operations Committee Policy Manual**

**Campaign promise:** Provide consistency and continuity to clubs and AMS staff through written procedures and guidelines outlined in the Operations Committee Policy Manual.

**Office goal:** The Operations Committee Policy Manual is a binding document that provides information and procedure for clubs and staff alike. One of the many things that club executives and staff struggle with is understanding the process for many procedures in the Administration portfolio. Therefore, one of the goals for this Administration portfolio is to create greater progress in the completion of the Operations Committee Policy Manual.

With the collaboration between the VP Administration, the Administration staff, and the Operations Committee, the Operations Committee Policy Manual or any other documents will be able to outline many of the common procedures that clubs and staff have to go through. This will be

**Key Performance Indicators:**
- Work with the Operations Committee to solve and write many of the club procedures
- Move elections onto an online platform
- Formalise the club application/restrictions
- Provide guidelines for the Administration staff in dealing with club procedures
- Update the Clubs Handbook

This Administration portfolio intends to refine the relation between the AMS and constituencies by providing them with resources to run their operations with ease. We will build upon on the last VP Administration’s goals, which was to ensure that constituencies felt like the AMS care about them. Therefore, this VP Administration will regularly attend constituency council meetings, and maintain a healthy and active relationship between the AMS and its constituencies.

**Key Performance Indicators:**
- Regularly attend constituency Council meetings
- Regularly meet with Presidents Council and contribute to constituency operations
- Create greater understanding for how the AMS can improve and provide clarity to the relationship it has with constituencies

**GOAL 2: ART GALLERY**

**Values:** Growth, Continuity, Promotion

**Art Gallery Marketing**

**Campaign promise:** Increase popularity of the Hatch Art Gallery through a new marketing strategy.

**Office goal:** In order to increase the awareness of the AMS Hatch Art Gallery, the Administration portfolio proposes a new marketing strategy. This includes placing the responsibility of marketing on a member of the Art Gallery staff to assure that those who know the most about the Art Gallery are involved in its promotion. This includes changing the job description of one of the staff members. The goal of the staff member will be to increase promotion of the art gallery through a stronger online presence and more physical promotion within the nest. Such as a dedicated Art Gallery website, a strong social media presence, signage around the Nest, Nest animation, and the possibility of running shows in Lower Atrium.

**Constituency Relations**

**Campaign promise:** Promising to promote a growing relationship between the AMS and constituencies, in which constituencies are able to find a use out of regular contact with the AMS.

**Office goal:** Coming out of the AMS-Constituency Relations report, one of the key points outlined in it was that constituencies felt like there was not much benefit out of working with the AMS, apart from governance and finances.
Key Performance Indicators:
- Update the job description for one art gallery staff member position
- Complete designated website for the Hatch Art Gallery
- Develop a social media presence by posting regularly on social media platforms
- Complete nest animation project

Art Gallery Volunteers
Campaign promise: Engage art gallery volunteers by changing the volunteer role to include more responsibility regarding the management and maintenance of the gallery.
Office goal: Currently, Art Gallery volunteer responsibility is limited to gallery sitting making it a tedious and non-engaging position. We have made it its goal to engage art gallery volunteers more in their role by providing volunteers with training on the background of art pieces and the permanent collection and expanding responsibility to include installation of shows and exhibits.

Key Performance Indicators:
- Complete development of training program on the art pieces in the permanent collection
- Involve the volunteers in the installation and preparation of exhibitions/shows
- Gather survey information from volunteers to determine success of the engagement initiative

Diversifying the shows/exhibition in the Art Gallery
Campaign promise: Make the Hatch Art Gallery a space that appeals to the wider student body
Office Goal: As part of its goal to expand the Art Gallery’s marketing strategy, we aim to diversify the exhibitions and shows it hosts throughout the year. The objective is to host a variety of exhibitions and shows, such as performance art, to appeal to different crowds that respond better to various aspects of art.

Key Performance Indicators:
- Host a 70th Anniversary of the Permanent Collection show
- Host exhibitions/shows in between the monthly scheduled ones

GOAL 3: SUSTAINABILITY
Values: Embeddedness, Continuity, Accountability

Sustainability Oversight
Campaign promise: Strengthening institutions within the AMS that will oversee its sustainability efforts
Office goal: One of the goals for this office is to create a subcommittee dedicated to oversight over the AMS’s operations and their sustainability efforts. This subcommittee would be able to also provide metrics and measures for making progress towards targets and goals laid out in the Student Driven Sustainability Strategy. Furthermore, as per one of the goals laid out in it, this portfolio will work with constituencies on drafting their own sustainability strategies. This will ensure that not only is the AMS pursuing sustainable practices, but so are its subsidiary organisations.

Key Performance Indicators:
- Drafting the Terms of Reference for the Sustainability Subcommittee and then passing it through Operations Committee
- Meet with Presidents Council or Administration Caucus to discuss with constituency executives on how they can incorporate sustainable practices in their operations
- Draft written sustainability strategies (similar to the SDSS in concept, not in content) within constituencies, with the help of my AVP Sustainability
Constituencies will have sustainability strategies drafted and passed by the end of my tenure
**Sustainable Spaces**

**Campaign promise:** Keeping AMS spaces and outlets sustainable

**Office goal:** This will be achieved by ensuring that the clubs moving into the UBC Life Building will be taking on sustainable practices in their operations. In addition, as part of the process for drafting sustainability strategies, constituencies will be taking into account the spaces that they use. We would like to push for further sustainable practices in the operations of AMS outlets, starting with studying how we can lower the wastage and usage, along with incorporating incentives for customers to be sustainable as well.

**Key Performance Indicators:**
- Work out an AMS/SEEDS Project that would study how clubs can be sustainable in the UBC Life Building
- Study how AMS outlets can better incorporate the Mugshare programme into their services
- Investigate how AMS outlets can phase out single-use materials
- Drafting targets that relate to space in the upcoming constituency sustainability strategies

**GOAL 4: STUDENT LIFE AND SUSTAINABILITY CENTRE**  
**Values:** Awareness

**Sustainability Oversight**

**Campaign promise:** Transform the SLSC space

**Office goal:** The Student Life & Sustainability Centre (SLSC) is a hub that is able to provide clubs with essential resources. However, the issue is that the SLSC is not known about. Hence, the goal for the SLSC is to rebrand it by changing the layout of the space and market it differently to clubs and constituencies.

**Key Performance Indicators:**
- Plan and work my AVP-Administration and SLSC Coordinator on the rebranding of the SLSC over the summer session
- Have a grand opening at Clubs Day in September

**Expand Clubs Resources**

**Campaign promise:** Expand the resources that the AMS provides to clubs and constituencies

**Office goal:** As part of the plan to expand the SLSC’s operations, we intend to offer clubs and constituencies more services and resources for their events. The goal is to be able to increase the different business discounts that clubs and constituencies needs, along with providing more equipment for them to rent.

**Key Performance Indicators:**
- Contact businesses that provide a service that would be useful to clubs and form an agreement
- Expand the current variety of equipment that the SLSC is offering for rent

**GOAL 5: MENTAL HEALTH**  
**Values:** Empower, Outreach

**Prioritizing Mental Health**

**Campaign promise:** Further the AMS’s efforts towards promoting mental health as a priority

**Office goal:** One of my personal goals as VP Administration is to ensure that mental health is kept as priority within the AMS. I plan on working with the AMS/GSS Health and Dental Committee to push for an increase in the psychology coverage. Furthermore, within constituencies and clubs, my staff and I intend on spreading awareness of our own mental health services, such as Empower Me.

**Key Performance Indicators:**
- Work with AMS/GSS Health and Dental Committee to increase the psychology coverage
- Incorporate mental health awareness in clubs newsletter, email blasts, orientations, etc.
Portfolio Overview:
This document outlines areas of development, continuity, and opportunity within the advocacy that the VP External office does. The goals are split up into broad areas of focus (affordability, access, and well-being) with specific issues that the office will pursue headed underneath. Due to the nature of the External office there is some irregularity in the depth of detail and key performance indicators provided throughout the goals. It is both a challenge and an opportunity to work within a portfolio that spearheads lobbying efforts in a dynamic political environment with many external stakeholders. To best work within this climate, there is a balance of both short-term goals with clear steps and long-term goals that will require this year’s office to build foundational research and take first steps towards ambitious advocacy that will be passed on to subsequent External administrations.

GOAL 1: PROMOTE AFFORDABILITY OF EDUCATION
Values: Collaborative, Progressive, Principled

Completion Grant
Campaign promise: Increase up-front funding for students during their studies by proposing the redirection of the $1000 completion grant
Office goal: During the provincial elections, the NDP made a promise to introduce a completion grant for post-secondary graduates. After a year of settling in, it is time that we hold the provincial government accountable to the implementation of this student-centred initiative. I will advocate for student representatives to be at the table as key stakeholders to develop the principles of this program and seek a commitment to allocate funding for the grant within the next two provincial budgets. In order to accomplish this, the AMS will collaborate with student unions across BC to communicate our united expectation to see this occur as soon as possible. Moreover, while this funding is a great initiative to support students, it is important that the principles that guide the grant reflect a dedication to serving the students that need it most when they need it most.

Key Performance Indicators
- Meet with Advanced Education Minister Melanie Mark to discuss the completion grant
- Produce a letter from the AMS in collaboration with other BC student unions in support of the redirection of the completion grant into an up-front grant for low to middle-income students
- Present letter during the provincial budget consultations

Open Education Resources (OERs)
Campaign promise: Enforce a limit on expensive online classroom materials through a provincial cost cap. Additionally, drastically cut high classroom material costs through ambitious OER advocacy that aligns institutional needs with government support.
Office goal: Addressing the rising cost of course materials is a facet of a holistic view of education affordability - one that the AMS has increasingly advocated on over the past few years. I will continue this work by collaborating with the VP Academic and University Affairs (VPAUA) office, UBC, and other student unions.

Key Performance Indicators
- Send in a submission on the federal government’s review of the Copyright Act
- Research similar cost cap policies in other provinces and assess what aspects can be replicable in BC
- Work with the VP AUA to understand institutional barriers (funding, support gaps, etc) to campus OER adoption in order to determine External office lobby aims
- Collaborate with UBC’s Centre for Teaching and Learning Technology and other university units to promote course material affordability

Tuition Affordability
Campaign promise: Advocate for consistent tuition through provincial funding for all domestic students that UBC enrols
Office goal: In recent years the VP External office has focused on targeted funding efforts at the provincial level. Going forward, I also see the need to strategize for more ambitious advocacy efforts that concern the base funding allocated towards post-secondary institutions. Affordability has often been identified as one of the key barriers to advanced education by students and, as such, the External office will be doing more to research and build up advocacy strategies surrounding higher-level issues like the cost of education.

Key Performance Indicators
- Undergo a comprehensive research project on education access and affordability, make recommendations on best strategies to advance it, and begin to implement these recommendations
- Commission a SEEDS project to explore alternative funding models that increases the predictability and stability of the cost of a student’s degree
- Host a 1-day Summit at UBC with student unions across BC to discuss strategies for promoting affordable access to post-secondary education in the province

GOAL 2: PROMOTE ACCESS WITHIN POST-SECONDARY EDUCATION
Values: Approachable, Progressive

Permanent Residency
Campaign promise: Continue advocacy to include work experience hours gained throughout a student’s university career in Permanent Residency (PR) applications
Office goal: The VP External office recognizes the cultural, social and economic contributions of international students to our local community, as well as the unnecessary barriers they face here in Canada. I want to ensure that the AMS keeps these challenges in mind and that we make a call for action to the federal government.
I will further the work that has been done so far by approaching politicians that might be interested in championing access for international students. Issues such as lengthy PR and student visa application delays that prevent students from engaging in their work or studies, the lack of recognition for valid work experience in PR application processes, and other policies that create roadblocks for international students need to be addressed.

**Key Performance Indicators**
- Follow up on the e-petition created by the Undergraduates of Canadian Research-Intensive Universities (UCRU) and with the Minister who sponsored it
- Contact local MPs or Ministers after a response is given from the government and see what further action can be taken
- Work with international student services units within UBC to collaborate on advocacy for more equitable and flexible government policy
- Submit a letter to the Minister of Immigration regarding PR application delays that Iranian students have been facing since April 2018

**Student Loans**

**Campaign promise:** Improve student loan eligibility by reviewing expected student contributions and ensuring a realistic and up-to-date assessment of the living allowance. Ensure a more transparent needs assessment process for students planning to take out loans.

**Office goal:** The current landscape of student financial aid in BC needs to be revised. With the cost of education continuously rising it is important to create systems that allow students to properly budget for the duration of their degree. For students taking out loans through the provincial government, this is often a difficult process due to a lack of transparency. Moreover, the money allocated for some living expenses and the assumptions embedded within expected contributions from students and their families needs to be reassessed to consider the breadth of students’ situations. Going forward, I want to ensure that these issues are heard at the government level and that students are able to bring forward solutions to improve the difficulties around student financial aid.

**Key Performance Indicators**
- Meet with university administrators to identify shared interests and collaborate on advocacy for student financial aid
- Follow up with UBC on the advocacy outlined in the Housing Action Plan regarding the living allowance in student loans
- Make student loans a centerpiece of our lobbying at the provincial level, including issues of living allowances, expected family and student contributions, and assessment calculation
- Meet with Ministry of Advanced Education staff to address problems related to student aid
**Transit**

**Campaign promise:** Secure a commitment for the timely extension of the Skytrain line to UBC. Negotiate a fair and affordable long-term U-Pass contract for students.

**Office goal:** Transit is an important area for student accessibility and affordability as it not only physically connects students from UBC’s campus through to the rest of the Lower Mainland but also allows students to access more affordable housing along transit lines. The focus this year is to advocate alongside UBC to secure a commitment to extend the Millenium Line Broadway Extension (MLBE) to UBC. I will also review the strategies used by the VP External office to ensure that our lobbying is as effective as possible. We will continue to ensure that the AMS provides an active student voice on transit consultations that addresses student concerns and highlights benefits.

**Key Performance Indicators**
- Be an active participant in the U-Pass Advisory Committee and aid in the negotiations of a new U-Pass contract
- Commission a SEEDS project that looks at the correlations between transit developments, where students live, and their mental health and wellbeing
- Send in submissions or attend in-person transit consultations whenever there is the opportunity to do so and communicate important consultations to the student body
- Push for the prompt creation of the “UBC Community Coalition for Rapid Transit” as mentioned in the April UBC Board of Governors submission, and ensure that student concerns are raised and that UBC’s transit goals align with our own
- Use the upcoming municipal election as an opportunity to discuss the MLBE as a critical accessibility and affordability concern for students, including pressuring those running for mayor or council seats to support the extension of the line to UBC

**Rental Rights**

**Carry-over goal**

**Office goal:** Following years of work on the Rent with Rights campaign by the VP External office, I hope to build on the promising discussions and work that my predecessors had done with UBC administration and student groups, supportive local politicians, and the Minister of Advanced Education. Going forward, I will follow up on these discussions and pursue opportunities for provincial-level conversations on student housing rights.

**Key Performance Indicators**
- Collaborate with UBC Student Housing and Hospitality Services on principles for student housing
- Meet with the working group coordinating the provincial student housing funding with other student societies involved in Rent with Rights and discuss the nine recommendations
- Seek out opportunities to discuss Rent with Rights recommendations as well as bringing a student perspective to the BC Rental Housing Task Force
**GOAL 3: PROMOTE STUDENT WELLBEING**

**Values: Data Driven, Collaborative**

**Mental Health**

**Campaign promise:** Push for the provincial government to match student spending on mental health and wellbeing services to improve programming.

**Office goal:** While UBC should bear a considerable responsibility to provide effective mental health and wellbeing services on campus, support should not end at the campus’s physical boundaries. The provincial government must do more to recognize the importance of good mental health care, especially for those in post-secondary institutions, including by allocating the necessary resources. It is critical that commuter students, those who study and work at off-campus institutions (especially graduate students), and students who graduate from UBC know what services outside UBC are available to them and how to access them.

**Key Performance Indicators**
- Develop a map of AMS and UBC external partners that work in mental health resources and services to look for opportunities and gaps in order to develop provincial asks
- Sit in on AMS Health and Dental Committee meetings to push for the continued funding for EmpowerMe and its service quality

**Sexual Violence**

**Campaign promise:** Continue the work started on “Our Turn” to consolidate sexual violence prevention, support, and response initiatives and empower students by connecting them to accessible training. Require the provincial government to keep UBC accountable to the implementation of its sexual assault policy.

**Office goal:** Sexual violence is a serious problem to address at post-secondary institutions and the VP External office will be working in tandem with the VP AUA office to ensure the effective implementation of Policy 131. Moreover, the AMS will support other student societies in ensuring that their post-secondary institutions receive the resources needed to effectively implement their sexual violence policies and support survivors.

**Key Performance Indicators**
- Advocate with other BC student societies for allocation of funds in the next provincial budget for post-secondary institutions to fund the implementation of sexual violence policies, especially for the hiring of a dedicated office and/or staff for sexual violence support
- Continue to evaluate the implementation of Policy 131 at UBC alongside the VP AUA and work in tandem with them to ensure the needs of survivors are met
- Inform the provincial government on the progress of Policy 131 implementation

**Data Gathering**

**Campaign promise:** Improve advocacy for funding directed to mental health care, sexual violence support, and wellbeing initiatives through better data collection in collaboration with UBC

**Office goal:** A problem that is often faced when looking into funding for student health and wellbeing is that a lack of data makes it difficult to identify how much and where funds should be directed to provide the
greatest support for students. Better data gathering would allow for the opportunity to see annual trends in how students’ wellbeing is affected and, therefore, where funding would be most effectively directed. In this process, developing better partnerships between student societies, post-secondary institutions, and the provincial government to collect and discuss this data in a united effort would be beneficial.

Key Performance Indicators
- Collaborate with UBC to identify what data can be collected on campus
- Work with other student societies to find opportunities where similar data can be collected across institutions

GOAL 4: ELECTION YEAR AWARENESS AND ACTION
Values: Collaborative, Approachable

Office goal: A municipal election year is a great opportunity to engage the student body in advocacy for the issues that matter most to them. The opportunity to engage with candidates also provides a platform for the AMS to highlight student issues and opportunities.

Key Performance Indicators
- Run a “Get Out the Vote” campaign prior to the municipal election and engage 1000 students in the campaign through digital and in-person efforts
- Coordinate an all-candidates debate for the Vancouver mayoral and city council candidates
- Speak to Vancouver mayoral and council candidates to discuss how student issues fit within their platform
- Organize a campaign around the November provincial referendum

GOAL 5: REIMAGINE AMS’ STUDENT UNION DEVELOPMENT SUMMIT (SUDS)
Values: Principled, Progressive

Carry-over goal
Office goal: In the past few years that AMS has hosted SUDS, we have welcomed hundreds of student society executives on UBC’s campus to create stronger relationships, share our challenges, and explore opportunities to better serve our student bodies. This year we are reimagining and reinvigorating the conference to ensure that student leaders who attend are getting the greatest value from the conference. We will do this through clearer communications, more inclusive practices, and improving the engagement and depth of workshops.

Key Performance Indicators
- Revitalize the SUDS website and graphics
- Create a respectful environment contract for attendees
- Produce a comprehensive facilitators package that outlines our expectations for the workshops and support facilitators in the creation of the engagement and audience participation opportunities
- Organize SUDS’ first workshop on the role of student societies in supporting Indigenous peoples
- Introduce alternative nightlife programming in order to accommodate all attendees’ interests
GOAL 1: SURVIVOR CENTRIC SUPPORT  
Values: Community, Support

Work with the Academic Policy Committee and the Sexual Violence Prevention and Response Office (SVPRO) to review all relevant Senate policies and to reform them to ensure a trauma-informed approach to all issues related to sexual violence. In collaboration with the UBC VP Human Resources and VP Students, complete a short review of UBC Policy 131, Sexual Assault and other Sexual Misconduct. Advocate for robust anonymous third party reporting procedures, a clear jurisdiction to investigate that includes fraternity and sorority houses, and a policy that respects the autonomy of survivors.

Engage in an education campaign to increase awareness of Policy 131 and issues of Sexual Violence across all communities at UBC, especially at-risk populations. Work with SVPRO to create a robust communications plan for the next year, that includes educational workshops/training during UBC Student Orientations.

Advocate for greater resource and space allocation for both SVPRO and the Investigations Office. Push the University to commit funding, and a timeline for Brock Commons Phase 2, Student Services and Academic Uses.

Key Performance Indicators:
- Academic Policy Committee passes a new concession policy that recognizes sexual violence and trauma informed issues
- Small Policy Review is completed by September 2018 and includes a clear third party reporting procedure section and better communications for survivors about jurisdiction to investigate
- With SVPRO develop sexual violence communication material for all first years that come to UBC
- A clear funding plan and timeline for Brock Commons Phase 2, Student Services and Academic Uses

GOAL 2: HOLISTIC STUDENT AFFORDABILITY  
Values: Affordability, Data Driven

Work with the UBC President’s Office and the Board of Governors to advocate for the elimination of yearly tuition increases for continuing students at UBC. Prioritize programs that are exceptionally expensive and therefore more adversely affected by annual tuition increases. After the international tuition increases three years ago, our office will engage in conversations surrounding the next round of international tuition increases. We will advocate in every manner possible to ensure the drastic increases of three years ago do not happen again.

In collaboration with CTLT and the Senate Teaching and Learning Committee, establish principles surrounding learning and assessment materials. These principles will include provisions around a cap on assessment material costs, the unbundling of texts and assessment materials, and the availability of cost of materials at the time of registration in a course.

Engage in conversations with the UBC VP Finance and VP Students to ensure that the revenue generated from the establishment UBC Hospitality Trust, a government business enterprise, is used for student priorities.
GOAL 3: ACCOUNTABLE IMPLEMENTATION OF UBC’S STRATEGIC PLAN
Values: Data Driven, Principled, Representation

Advocating for the Excellence Fund to be used for funding student priorities in the New UBC Strategic Plan. For the past three years, students have seen fewer and less substantial allocations out of the Excellence Fund for student priorities.

In collaboration with both student members of the UBC Board of Governors and Student Senate Caucus, advocate for the inclusion of detailed metrics in the Implementation Plan for the Strategic Plan.

Push for funding and implementation of essential student priorities within the first three years of the new Strategic Plan’s implementation. These priorities include but are not limited to increased undergraduate research opportunities, more equity and needs-based scholarships, implementation of sustainability strategies, and a commitment to reconciliation.

Key Performance Indicators:
- Implementation of Cohort Tuition Freeze or a UBC report on why Cohort Tuition Freeze could not be implemented
- Principles adopted by Senate on the recommendation of Teaching and Learning Committee surrounding learning and assessment materials
- Establishment of principles for UBC Hospitality Trust Investment to be directed towards student services and other student priorities

GOAL 4: SYSTEMIC APPROACH TO STUDENT MENTAL HEALTH AND WELLBEING
Values: Support, Community, Data Driven

Increase awareness of on-campus resources through Canvas, mandatory syllabi, and a more comprehensive communications strategy. Ensure the inclusion of mental health and wellbeing during UBC Student Orientations.

In collaboration with both Academic Policy Committee and the Policy Review Committee, finish a full review of UBC Policy 73, Accommodations for Students with Disabilities. Make sure there is extensive consultation, including an AMS sponsored Town Hall to collect feedback for the review. Advocate for the inclusion of mental health within Policy 73 in a more defined way.

Work with the new Executive Director Student Health and Wellbeing to review all services on campus. During this process, work with the Executive Director Student Health and Well-Being and the Senate Academic Policy Committee to review academic concession and accommodation policies.

In collaboration with Student Senate Caucus and the Senate Academic Policy Committee, work to establish a fall reading break and review exam scheduling.

Push for funding for Phase 2 of the Life Building so that Student Health and Wellbeing can move to a more permanent and central location on campus.

Key Performance Indicators:
- Adoption of the Mandatory Syllabi Policy that includes obligatory reference to campus mental health and wellbeing services
- Policy 73 report and submission completed, along with a new policy adopted by the end of 2018
- A newly revised Academic Concession Policy for Senate
- A fall reading break for Academic Year 2019/20
- A clear funding plan and timeline for completion of Phase 2 of the Life Building
GOAL 5: STUDENT CONSULTATION AND COLLABORATION
Values: Collaboration, Approachable, Progressive

Work with different student groups on campus that either advocate on their own or whose expertise could benefit student advocacy. Work with groups like the sustainability collective, indigenous clubs on campus and the indigenous advisory group, resource groups, and more.

Increase our collaboration within our internal structures. Meet monthly with the VP Academic Caucus to discuss faculty-specific issues and to consult on wider university advocacy. Review the structure of the Equity and Student Issues Caucus, with an emphasis on effective student involvement of underrepresented groups.

Prioritize public campaigns and consultations from the AMS to include and inform students about advocacy on campus. Build on the success of the significantly increased engagement of the #textbookbroke Campaign last year and bring that to all of the work that we do.

Key Performance Indicators:
- Meet monthly with the sustainability collective, and meet frequently with other student partners
- Meet monthly with the VP Academic Caucus, any new Indigenous student representation group, and the newly structured Equity and Student Issues Caucus
- Engage at least 3000 students in all of our campaigns and outreach this year
- Establish new positions and/or mechanisms for meaningful inclusion of Indigenous students within the structure of the AMS, based upon the preferences of Indigenous students and organizations
Portfolio Overview:
This document supports the continued vision that Services has had in the past couple years, encompassing operational objectives as well as broader goals. Due to the nature of the SSM’s office there is some inconsistency with the amount of detail and key performance indicators provided throughout the goals. Overall, I focus on an operationally based approach to goal setting, with a focus on realistic steps that can improve Services’ outreach and growth.

This past year has seen the rollout of two new services and it is my goal to solidify what has already been created, as well as being cautious to not overextend their purposes. Furthermore, certain services are seeing exponential usage whereas others have noticed numbers dipping, thus it is crucial that I address why these numbers are staggering, as well as preparing the services who are increasing for future growth.

GOAL 1: CONTINUED DATA COLLECTION
Values: Affordability, Progressive, Data Driven

This goal will be spearheaded by the SSM and ASSM and has been in the development stages for the past year. It will prove crucial in being able to see what services are needed when and to whom, this will allow us to cater to ebbs and flows in attendance, and also see where services might potentially need more resources.

The rollout of the software will be planned to go live in August, which will allow us adequate time for training and bug testing. Throughout these past summer months, the software has been in beta testing but will undoubtedly need bug fixes when we are actually implementing it into our processes and procedures. This will grant accessible feedback available to coordinators who can then tweak their service to be more accommodating to changing demands. Lastly, it will assess how student trends are interacting with services and how this can impact development of goals in the future. My goal is to see how relationships between services will become evident, and how we can increase cross-service outreach and collaboration.

Key Performance Indicators
- Having more data collected this year than any other year
- Cross-service collaborations on outreach and/or events
GOAL 2: SOCIAL MEDIA STRATEGIC PLAN  
Values: Approachable, Progressive

The AMS could benefit from a consistent social media strategic plan. The Services are no exception to this and a Facebook page (for example) could easily help communication with the student body. Working with the Comms. Department, a social media approach will be implemented within the Services, this will let students stay up to date with what is going on with the services as well as help create a brand and culture that students can become familiar with when they think of Services. Like mentioned previously, I am still unsure of what shape this will take place in, however, I am confident that a FB page would be, operationally, the most consistent and efficient.

Key Performance Indicators
- Grow the Facebook to 500 likes
- Creation of a social media volunteer team made up of one volunteer from each service
- Create and present, internally, goals and expectations for each service

GOAL 3: EMPHASIS ON THE STUDENT EXPERIENCE  
Values: Principled, Collaborative

Through bi-weekly team meetings and cross platform volunteer and staff integration, everyone working for Services should be able to speak about each service with more confidence and knowledge. As mentioned earlier, this is connected through creating more partnerships and collaborative projects between services, which should help general cohesion within the team as well as help students become familiar with services that could be beneficial to them. This will be done through cross-service staff training, looking at how the data reflects multi-service use and the implementation of a consistent feedback form.

Key Performance Indicators
- Increased cross-service use reflected in data collection
- Use of cross service member meetings and training
- Rollout of standardized service feedback forms
GOAL 4: ZERO BASED FUNDING
Values: Affordable, Progressive

Some funds are misallocated based on previous expenses that may be outdated or no longer relevant. A good example of this was the inefficient use of Speakeasy’s volunteer retreat, who’s funds have now been committed to more training and resources for more impactful events. This will be done throughout the budgeting process which shall be completed by June 2018. Working with each coordinator and planning major expenses will be successful in seeing where the department can save or reallocate money to be leaner and more efficient.

Key Performance Indicators
- Budget will be completed by mid-June and we will have analyzed each of the services’ budgets
- Summer 1-on-1s are used to strategically plan through the summer - results will be reported by start of Fall term

GOAL 5: DECREASING RELIANCE ON STUDENT FEES
Values: Affordable, Progressive

Expenses will undoubtedly keep increasing and I deem it unsustainable to continue to rely solely on increased student fee contributions to fund the Services’ growth. Instead, I will be working with each service coordinator to see where we can find funds, either through sponsorships, donations, or grants, which we can use to subsidize the rising costs of the services. Moving past my term, it will be essential for each future SSM to work on creating more partnerships that can allow us to expand without increasing student investment. This relates to the AMS’s core value of being Affordable, and our Focus Area of Sustainable Growth.

Key Performance Indicators
- Budget will be completed by mid-June and we will have analyzed each of the services’ budgets
- Summer 1-on-1s are used to strategically plan through the summer - results will be reported by start of Fall term
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