

# AMS Executive Goals 2019-2020

Prepared by: **AMS Executives**



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# Introduction

As we hit the ground running for the 2019/20 year as AMS Executives, we are ecstatic and confident for the year ahead and the different projects we intend to take on to improve the UBC student experience. This report is intended to show that exact enthusiasm by displaying the various goals and initiatives we hope to take on throughout this year.

The AMS is a society that harbors voices from across diverse studies, fields, and regions, and keeping that concept in mind is how we developed our goals. This goals document was a collective effort between AMS Executives, student staff, and permanent staff that highlights the different strengths and weaknesses the AMS has, along with how we intend to capitalize on that.

We hope that this year the AMS is not only able to evaluate its areas for improvements, but to truly excel and strive for greatness. The AMS Executives believe that it is the responsibility for the AMS to continue doing what is in the best interests of students, and we intend on pushing the AMS into that direction both in the short-term and in the long-term.

Sincerely,

**Chris Hakim**  
President

**Julia Burnham**  
VP Academic and  
University Affairs

**Cristina Initchi**  
VP External Affairs

**Lucia Liang**  
VP Finance

**Cole Evans**  
VP Administration

**Ian Stone**  
Student Services Manager

# Goal 1: A Data Driven AMS

**Values: Consistency, Data Driven, Collaboration**

As the AMS grows, the need to better understand what issues or departments to allocate time and resources also grows. Currently, AMS Services is able to utilize its resources properly because of the data driven approach it takes to its work. However, many other departments within the AMS do not take a data driven approach to its work, leading to confusion over how to best utilize their resources. This year, the AMS Executives intends to collaborate with various departments within the AMS to take a data driven point of view to its projects and operations.

## **Key Performance Indicators:**

- Implement data points and data tracking within AMS departments, campaigns, initiatives;
- Expand and better utilize new and current surveys that the AMS has;
- Perform a communications and human resources audit;
- Encourage departments and individuals in the AMS to use data in project proposals.

# Goal 2: Council Improvement

**Values: Efficiency, Data Driven, Progressive**

The directors on AMS Council perform the necessary work of keeping AMS Executives accountable and reviewing large-scale projects the AMS wishes to take on. However, playing this role can be difficult without the proper resources, support, and tools. The AMS Executives are committed to improving the current supports and structures within the AMS to provide AMS Council with the right tools to do its job. In addition, the AMS Executives will work towards changing the current reports and information that AMS Council receives in order to provide further data and consistency in them.

## **Key Performance Indicators:**

- Improve the current Councillor Orientation by reviewing feedback provided through previous orientations;
- Review documents and materials provided to Councillors to find areas to add further information;
- Ensure that all Standing Committees are able to consistently provide monthly reports to AMS Council;
- Change the way projects are proposed to Council in order to include data-analysis and benchmarking as a requirement.

## Goal 3: Communications Expansion

**Values: Engagement, Growth, Promotion**

Engagement and consistent communications with the student body is a continuous struggle for the AMS over the past few years. However, the AMS now finally has a full-fledged communications department and ready for action. The AMS Executives is dedicated to expanding its communications with the student body through various avenues. We want to best understand where we can expand into and find the communication gaps the AMS has not filled.

### **Key Performance Indicators:**

- Expand the current communications department;
- Review the different mediums the AMS communicates with the student body and look to expanding into them;
- Work with AMS departments to further promote the initiatives that they do;
- Communicate to the student body the different initiatives that the AMS has been pushing for.



# AMS President's Goals 2019-2020

Prepared by: Chris Hakim



# Goal 1: Sexual Violence Support

**Values: Supportive, Progressive, Collaborative**

*Campaign Promise: Implementation of the AMS's internal Sexual Violence Policy; Advocacy on UBC's Policy 131; Explore further support services within SASC*

Since December 2017, the AMS has been working on creating its first standalone internal Sexual Violence Policy and rewriting the Respectful Environment Policy. This year, the President's Office work to complete the creation of the internal Sexual Violence Policy and rewrite of the Respectful Environment Policy. In addition, we will be working with multiple departments and stakeholders to ensure the smooth implementation of the AMS's internal Sexual Violence Policy.

With the review of UBC's Sexual Assault and Other Sexual Misconduct Policy (Policy #131) coming in September 2019, students have considered advocacy on Policy 131 as a priority. The President's Office will be working with the Vice-President, Academic and University Affairs on advocacy to UBC on Policy 131 to ensure that the review will be trauma-informed and survivor-centric.

In March 2019, students voted in favor of an increase to the Sexual Assault Support Services fee from \$3.63 to \$9.30. This has brought considerable amount of funding towards the Sexual Assault Support Centre (SASC) to match its current operating costs. The President's Office will be working with the SASC to explore the possibility of additional support services within the Centre.

## **Key Performance Indicators:**

- Complete the AMS's internal Sexual Violence Policy and rewrite of the Respectful Environment Policy;
- Implement the AMS's internal Sexual Violence Policy and recommendations from the SVPREP Working Group;
- Work with the Vice-President, Academic and University Affairs on advocacy to the University on Policy 131;
- Explore the possibility of further support services within the SASC.

## Goal 2: Inclusion of Indigenous Voices

**Values: Progressive, Supportive, Inclusion**

*Campaign Promise: Support the Indigenous Committee in their priorities and initiatives*

With the creation of the Indigenous Committee and the establishment of the Indigenous Student fee, the AMS is still committed to reconciliation. The President's Office will support the Indigenous Committee on their priorities and initiatives for this academic year as conversations continue. Furthermore, the President's Office will be working with the Indigenous Committee on a terms of reference for the Indigenous Student fee.

### **Key Performance Indicators:**

- Work with the Indigenous Committee on their annual priorities and support them in their initiatives;
- Develop a terms of reference for the Indigenous Student fee with the Indigenous Committee.

## Goal 3: Climate Justice and Sustainability

**Values: Sustainability, Accountability**

*Campaign Promise: Push UBC to divest from fossil fuels*

In 2014, students voted 76.9% in favor of UBC divesting from fossil fuels and, now, the divestment movement has gained momentum. The President's Office will be focusing its sustainability advocacy on ensuring that the University is working towards divesting its UBC Endowment Fund, despite the legal restriction. In addition, we will be working with the Vice-President, Academic and University Affairs on pushing for further investments into the Sustainable Futures Pool (SFP) both from the University and from UBC donors.

### **Key Performance Indicators:**

- Advocate to UBC to divest from fossil fuels by first getting the land revenue in the UBC Endowment Fund to divest;
- Work with UBC to push donors to donate money towards the SFP instead of the UBC Endowment Fund;
- Work with the Vice-President, Academic and University Affairs on the SFP review.



## Goal 4: Affordable Student Experience

**Values: Accountability, Affordability**

*Campaign Promise: Set-up a regular review of AMS fees and funds*

With the 2018/19 Academic Experience Survey (AES) indicating that a significant increase in students report that they may need to abandon their studies at UBC because of financial reasons, the President's Office will be placing an emphasis on affordability. We will be working with the Vice-President, Finance, the Finance Committee, and community stakeholders on reviewing all AMS student fees and existing funds. The goal is to reflect the current student priorities by evaluating if there are existing fees that could be lowered or consolidate, and if there are existing funds that could be reallocated or closed.

The 2018/19 AES recently reported that students are less likely to agree than disagree that they trust the AMS to spend their money wisely. The President's Office will be working to increase student confidence in the AMS's financials. We will be collaborating with the Vice-President, Finance and community stakeholders on establishing consistent quarterly reports from all groups that are funded through a student fee.

With the AMS's budget process placing unnecessary constraints on AMS departments, the President's Office will be focusing on reviewing the AMS's budget process and recommending changes. We will be working with the Vice-President, Finance and various AMS Committees on expanding the budget process to provide a lengthier timeline that will allow project proposals to be submitted. In addition, as part of this process, we will be looking to ensure compliance across departments with any changes that would affect the financials of the AMS.

### **Key Performance Indicators:**

- Initiating a review process with the Vice-President, Finance on all AMS fees and funds, and reporting back to the Finance Committee;
- Work with the Vice-President, Finance and fee-receiving groups on arranging consistent quarterly reports on the usage of the fees;
- Reviewing the budget process with the Vice-President, Finance and recommending changes to the Finance Committee;
- Work with the Vice-President, Finance and AMS departments on ensuring compliance with responsible financial procedures for future changes.

# Goal 5: AMS Moving Forward

**Values: Strategic, Accountability, Inclusion**

*Campaign Promise: Create the AMS's strategic plan; Create the AMS's equity and inclusion action plan*

With annual turnover, it is difficult for the AMS to keep a consistent direction or a long-term goal the AMS wants to reach. The President's Office will be taking on the large project of establishing the AMS's strategic plan. This will be a long-term plan that will outline the AMS's vision and values along with core areas the AMS should be focusing on. The process for creating this plan will involve heavy consultation with the UBC community and AMS departments.

In the 2018/19, the AMS was able to make considerable progress on filling the vacancies on the Advisory Board. This year, the President's Office will be putting further effort into filling the vacancies on the Advisory Board and beginning meetings with the body to provide the AMS with an external and professional advice.

Finally, equity and inclusion has become increasingly important for the AMS as we continue discussions about marginalization, representation, and decolonization. The President's Office will be exploring the creation of an equity and inclusion action plan. The goal is to study the establishment of a plan that the AMS should follow to promote equity and inclusion. departments with any changes that would affect the financials of the AMS.

## **Key Performance Indicators:**

- Perform an initial benchmarking and research of other U15 schools and student union strategic plans;
- Create working groups that will develop specific sections of the strategic plan;
- Consult with the UBC community on various sections of the strategic plan;
- Recruit professional members to the Advisory Board to fill current vacancies;
- Perform an initial benchmarking and research of other U15 schools and student union equity and inclusion action plans.

# AMS VP Academic and University Affairs' Goals 2019-2020

Prepared by: Julia Burnham



# Goal 1: Supporting survivors through community-building

**Values: Supportive, Progressive, Collaborative**

*Campaign Promise: “UBC must recognize the AMS Sexual Assault Support Centre (SASC) and the Sexual Violence Prevention and Response Office (SVPRO) as equal partners in the fight against campus rape culture – and that SASC has been on this campus doing that work for over a decade. With the upcoming review of UBC’s Policy 131 on Sexual Assault and Other Sexual Misconduct, it will be my priority to ensure that SASC is at the forefront of these consultations as experts working with the limitations of this policy daily.”*

Constant collaboration and partnership between the AMS Sexual Assault Support Center (SASC) and the UBC Sexual Violence Prevention and Response Office (SVPRO) is key to offering survivors more choice, as well as allies in the fight against sexual violence on our campus. With the upcoming Policy 131 review this year, it will be integral for the VPAUA to act as a link between both services and bolster institutional recognition of SASC.

## **Key Performance Indicators:**

- Obtaining an AMS seat on the Policy 131 Sexual Violence and Other Sexual Misconduct Review and work with SASC to advocate for necessary policy changes (i.e. greater clarity on jurisdiction to investigate)
- Representing students throughout the search committee process for the new Director of SVPRO
- Collaboration with AMS, SASC and SVPRO on the 2019 ‘We Believe You’ campaign
- In partnership with SASC, host a town hall to create student dialogue and involvement in the Policy 131 community consultation period

# Goal 2: Prioritizing equity and accountability

**Values: Data-driven, Principled, Social Justice**

*Campaign Promise: “I’m committed to centering our advocacy on fostering an inclusive, anti-oppressive academic experience that is accessible to everyone, but especially folks with marginalized identities.” “In 2014, 76.9% of students voted to support divestment at UBC, but we still aren’t seeing enough progress. UBC created the Sustainable Futures Fund in response, but its investments have been insignificant. I will lobby for a review of the Sustainable Futures Fund and encourage, not only fossil fuel divestment, but sustainable investment as well.”*



Students have made it clear – issues of equity and social justice are of high importance to our campus. Throughout this year, the AMS will champion these student priorities and insist upon institutional accountability. The AMS will offer student perspectives to the development of the UBC Inclusion Action Plan and promote broader student involvement during the consultation process.

The AMS's focus on the Sustainable Futures Pool surrounds the discrepancies in spend rates between the pool and the University Endowment. The BoG recently approved an increase of the spend rate to 3.75%, but it still does not match the endowment's rate of 4%. Matching this spend rate will be key to incentivizing donors to choose the Sustainable Futures Pool to endow their donations. The AMS will be an active participant in conversations surrounding the review slated for 2021 and advocate for both increased investment and spend rate.

#### Key Performance Indicators:

- Submissions to the Board of Governors during committee updates on the review of UBC Sustainable Futures Pool
- Report demonstrating how the recent increased spend rate on the Sustainable Futures Pool has impacted its returns
- AMS involvement in the creation of the UBC Inclusion Action Plan

## Goal 3: Holistic approaches to student wellbeing

### Values: Data-driven, Support, Community

*Campaign Promises: "The AMS/GSS Health & Dental Plan currently offers students \$300/year in coverage for services rendered by psychologists, registered counsellors and other mental health professionals. In BC, with the average cost of one 50-minute therapy session at \$120, this is nowhere near sufficient. UBC Counselling Services simply cannot meet the student demand and its notorious waitlists are deterring students from seeking help. I will lobby to renegotiate our Health & Dental Plan with Studentcare to increase coverage for mental health support services."*

In the middle of the election period, AMS Council approved an increase to mental health services covered under the AMS/GSS Health & Dental Plan to \$500 annually. In light of this new increase that will be taking effect this year and the limitations in place to further increase this benefit without requiring a referendum due to increased plan costs, it will be necessary for the AMS to collect data on how many students continue to maximize this benefit before beginning a referendum to increase further.



As such, my focus of student health and wellbeing priorities has shifted to the University's capacity to support students. In understanding the various factors that impact a student's experience at UBC, we must engage in holistic approaches to student wellbeing. This includes both physical health and mental health. The AMS will continue the previous administration's work and continue the conversation with Athletics and Recreation surrounding the distribution of our Athletics Fee to promote more recreation spending.

In collaboration with the VP Students office, we will create a long-term plan for student wellbeing and health services on this campus (i.e. counselling, SVPRO, Centre for Accessibility etc.) that is centrally located and sufficiently resourced for growing demands.

Through consultation in the Senate Academic Year Scheduling Working Group, we will push for a five-day fall reading break piloted in the 2020-21 academic year. We will start this process early and lobby hard to faculty and staff to reduce road-blocks for this lofty goal.

#### **Key Performance Indicators:**

- Data presented to Council on student usage of newly increased mental healthcare benefits in the AMS/GSS Health & Dental Plan
- Finalize agreement with Athletics and Recreation
- Long-term plan for a permanent home for student wellbeing and health services established
- Fall Reading Break piloted for 2020-21 academic year

## **Goal 4: Improving Campus Access and Affordability**

**Values: Affordability, Accessibility, Transparency**

*Campaign Promises: "Affordability isn't just about tuition prices. I will continue the work that the VPAUA office has been doing to increase the development and use of open educational resources, as free alternatives to textbooks. The availability and cost of student housing will also be a focal point of my advocacy. With the new UBC Hospitality Trust government business enterprise on the way, it will be critical to ensure that student housing needs are met."*

Affordability and accessibility are codependent factors that limit students ability to fully participate in their university experience. The AMS will continue its advocacy surrounding the adoption and development of Open Educational Resources (OERs) through our annual Textbook Broke campaign, as well as collaboration with the Centre for Teaching, Learning and Technology (CTLT), Senate and Provosts office.

Student housing availability on campus will also be addressed through lobbying to maximize the density of the pending Stadium Road Neighbourhood development. By building up, rather than out, we maximize tower heights and minimize the impact on greenspace. With this approach, we will maximize the available student housing created from this development and tangibly address our housing crisis. The AMS will also be actively involved in the conversations surrounding the establishment of the UBC Hospitalities Trust fund and ensure that it is serving student priorities immediately.

The AMS will also work with the VP Students, VP Finance and Provost offices to advocate for transparent and engaging tuition consultation processes. We will push for an amended tuition benchmarking process and cohort-based tuition freeze as strategies to achieve transparent, affordable tuition for all students.

#### **Key Performance Indicators:**

- AMS involvement in ensuring the Open Educational Resources Fund allocation is established in the interest of students
- AMS Textbook Broke campaign engages students in awareness of Open Educational Resources
- Stadium Road Neighbourhood Plan is finalized with density of 1.8 million square feet and increased tower height to maximize student housing available.
- Student priorities are coded in the pending UBC Hospitalities Trust
- Implementation of a cohort-based tuition freeze
- Amended tuition benchmarking processes

## **Goal 5: Community Engagement**

### **Values: Engagement, Inclusion, Transparency**

*Campaign Promises: “The more informed students are, the better they can advocate for themselves throughout the institution. Students should have the answers to questions like “why don’t we already have a fall reading break?” I will engage students on the progress of different advocacy goals and policy consultations through Reddit AMAs on UBC’s subreddit r/ubc. I will also bring back the AMS Advocacy Newsletter to keep updates on the work your AMS is doing right to your inbox.”*

Engagement with the broader UBC community is integral to the advocacy work that the VPAUA office does. None of the above goals can become realized without the engagement of our student community. In particular, including historically and systemically marginalized groups within our advocacy is of the utmost importance to our office this year. We will conduct outreach with both campus-wide campaigns, as well as targeted approaches to key student groups.

### Key Performance Indicators:

- Engage in r/ubc Reddit AMA's during consultation periods to equip students with institutional knowledge and reduce barriers to participation
- Engaging 5000 students in our campaigns and consultations throughout the year
- Partnership with the AMS Indigenous Committee to engage on University policy and projects, as well as lending AMS support to the committee's own initiatives
- Demonstrating solidarity and support by attending relevant student issue events in our community at least once a month
- Meet regularly with Equity Caucus to inform AMS advocacy
- Meet regularly with climate justice groups on campus (like the Climate Hub, Sustainability Collective, UBCC350) to collaborate on our broader climate action advocacy
- AMS hosts a Longhouse Lunch at the First Nations House of Learning

# AMS VP External Affairs' Goals 2019-2020

Prepared by: Cristina Initchi



# Goal 1: Amplify student voices nationally

**Values: Collaborative, Principled**

## **Federal Financial Aid**

*Campaign Promise: Advocate to lower interest on federal student loans. Increase federal grants and expand them to graduate students.*

A student who needs to access financial aid in order to access a post-secondary education should not have to pay more because of interest charges than a student who is able to pay up front. While the federal government has lowered interest, the VP External office will support efforts to continue to lower interest and advocate for funds to be redirected to support increased up-front, needs-based grants. Moreover, graduate students are unable to access any Canadian Student Grants at the federal level. We will undertake a research project to make recommendations and develop advocacy to better support these students.

### **Key Performance Indicators:**

- Work with other student unions to support advocacy on lowering interest on federal student loans
- Continue federal advocacy to expand up-front, needs-based grants
- Develop a policy report that addresses graduate student financial aid needs

## **Future of Skills**

*Campaign Promise: Increase opportunities for work and research experiences for all students.*

The future of work requires post-secondary institutions to adapt to provide students with the opportunities and competencies that will support them when they enter the workforce. Any job requires some level of experience and universities have an opportunity to give students hands-on training throughout their degree. Students from across all disciplines should have access to work-integrated learning experiences and the VP External office will work to identify how available funding can be directed to institutions in B.C. and continue to advocate for increased opportunities and mentorship.

### **Key Performance Indicators:**

- Work with UBC to lobby for work-integrated learning federal funding to come to B.C.
- Push UCRU to continue federal advocacy to expand undergraduate research opportunities to more students and more faculties



## International Students

*Campaign Promise: Continue advocacy to include work experience hours gained throughout a student's university career in Permanent Residency applications.*

The VP External office recognizes both the contributions of international students to the culture and economy of our local community and the unnecessary barriers that keep them from accessing supports and the opportunities they've worked hard towards in Canada. The VP External office will work to build up past UCRU advocacy efforts and address gaps relating to PR applications and work and student permits. We will work with university administrators and federal staff to understand the inconsistencies of the current system and reform our asks to reflect the breadth of issues faced by international students.

### Key Performance Indicators:

- Work with international student services units within UBC to develop advocacy for more standardized work and study permits
- Reform UCRU permanent residency advocacy to identify improvements for work classification codes that better align with student work experiences

## Goal 2: Advocate for an affordable, accessible, supportive education

**Values: Progressive, Data-Driven, Collaborative**

### Student Financial Aid Reform

*Campaign Promise: Advocate for a provincial up-front, needs-based grant system.*

The VP External office will continue ambitious advocacy to develop a comprehensive provincial grants system for students. This will be the key issue we will discuss with the provincial government and we will work with as many stakeholders as possible to support the inclusion of this ask in the next provincial budget.

### Key Performance Indicators:

- Make up-front, needs-based grants our main ask during the provincial budget consultation and provincial lobby trip
- Collaborate with universities, student unions, and higher education lobby groups to elevate support for our provincial ask and coordinate messaging

## **Sexual Violence**

*Campaign Promise: Advocate to ensure that all the right people are around the table of the provincial Sexual Violence Working Group. Support a province-wide sexual violence policy review and funding for institutions that need it to build up their sexual violence support.*

Sexual violence is a serious problem to address at post-secondary institutions. Last year, we advocated for a province-wide policy review and funding, which resulted in an initial investment from the provincial government and bringing together those doing sexual violence work on campuses. Going forward, the VP External office will play an active role in engaging with consultation as the province continues to work on this initiative and ensure appropriate funding and capacity to properly support survivors is always a part of that advocacy.

### **Key Performance Indicators:**

- Continue advocating with other BC student unions for allocation of funds for post-secondary institutions to fund the implementation of their sexual violence policy and aid the hiring of a dedicated office and/or staff for sexual violence support
- Work with the Ministry of Advanced Education and other student unions to ensure students are represented in the creation of a provincial sexual violence prevention and response plan and that this work is moving forward
- Collaborate with universities, the provincial government, and other student unions to identify how sexual violence data can be better collected on campuses

## **Mental Health**

*Campaign Promise: Keep the provincial government accountable to implementation of the provincial mental health hotline*

Effective and available mental health and wellbeing services on campus are only one aspect of accessible care - support cannot stop at the physical campus boundaries. As the provincial government is preparing to implement its mental health hotline, the VP External office is working with student unions across BC to ensure the roll out meets students needs and expectations.

### **Key Performance Indicators:**

- Send a submission to the Ministry of Advanced Education outlining student priorities for the provincial mental health hotline.
- Support the implementation of the hotline and ensure there are feedback mechanisms to improve the service; coordinate with UBC and the provincial government to effectively roll out the hotline on campus.
- Complete a research project that identifies mental health resources and services off-campus to look for opportunities and gaps in support for students.

## Housing and Rental Rights

### *Carry-Over Goal*

Finding housing that is affordable, provides decent living conditions, and is appropriately accessible to where students work, study, and play is often a difficult ask in Vancouver. For many years, the VP External office advocate for increased on-campus student housing and we saw results, however, improving on-campus residence capacity is only one part of the picture. This year, we are developing what the next phase of housing advocacy looks like for students. As for rental rights, last year meaningful progress was made on Rent with Rights recommendations as students consistently met with the provincial Student Housing Working Group. The VP External office will complete the leading practices document we developed last year and use it to create accountability for institutions to work on these goals.

### **Key Performance Indicators:**

- Develop a long-term strategy to advocate for better and increased housing for students
- Run a comprehensive survey that collects data on student housing needs, costs, and living conditions
- Complete a shared leading practices document for on-campus student housing rental rights with universities and the Ministry of Advanced Education
- Seek out opportunities to utilize the information developed with the Student Housing Working group to advocate for better on-campus rental rights for students

## Goal 3: Support a better UBC for future students

**Values: Collaborative, Approachable**

### **Sustainable Funding for Post-Secondary Institutions**

*Campaign Promise: Advocate for more sustainable operating funding for post-secondary institutions from the provincial government.*

In recent years the VP External office has focussed on targeted funding efforts at the provincial level. Last year, conversations around strategizing for more ambitious advocacy efforts around funding began and the VP External office will be enacting this work this year. Affordability is a large and consistent barrier for students to access higher education and we need to get institutions out of the cycle of insufficient funding and increasing costs to students.

### **Key Performance Indicators:**

- Begin the development of a campaign that looks at supporting increased provincial funding for post-secondary institutions
- Host a meeting with student unions across BC to discuss the future of funding advocacy

### **Climate Action Advocacy**

*Campaign Promise: Advocate for climate action and work with UCRU to create an ask that increases climate research funding.*

With a federal election, a provincial climate action plan being implemented, and many municipal governments in the Metro Vancouver area calling for a climate emergency, there are a lot of opportunities for the VP External office to make an impact on climate action advocacy. This year, we supported the call for a climate emergency from the City of Vancouver and we will continue to support the actions that arise from it. At the provincial level, we will engage actively in consultation and provide great opportunities for students to get involved. As the federal election approaches, we have an important opportunity to ensure that calls from students on climate action commitments are seen as a priority.

### **Key Performance Indicators:**

- Push UCRU to advocate for climate action from the federal government, with a specific ask for increased climate research funding
- Use the federal election as an opportunity to highlight the importance of climate change commitments to candidates/parties and in mobilizing students on-campus to vote
- Work with students engaged in climate advocacy to participate in consultations on CleanBC and plan an event with the Minister of Environment and Climate Change Strategy in order to provide students with a direct line of communication

### **Federal Election**

*Year-Specific Goal*

A federal election year is an impactful opportunity to mobilize students to be civically engaged, learn more about the advocacy issues that matter most to students, and advance student advocacy. The opportunity to strengthen and develop new relationships with candidates and parties provides a platform for the AMS to highlight student issues and needs. Moreover, it provides the AMS another important opportunity to understand what issues matter most to students and use that data to shape and reinforce our advocacy.

### **Key Performance Indicators:**

- Run a “Get Out the Vote” campaign prior to the federal election and engage at least 2000 students in the campaign through digital and in-person efforts
- Create a centralized online hub for all election information is easily accessible and informative
- Coordinate an all-candidates debate for Vancouver-area candidates, as well as a variety of other civic engagement events that mobilize students on campus to vote in collaboration with other student groups on campus
- Speak to Vancouver-area candidates to discuss how student issues fit within their platform

### **Transit**

*Campaign Promise: Sustain momentum on advocacy to build Skytrain line to UBC.*

A lot of work was accomplished last year to support the Skytrain to UBC project and move work forward. This year, there must be efforts to maintain this advocacy to ensure it remains a priority. Our focus will be to continue participating in public discussions on the project, especially with decision-makers, while supporting other transportation consultations and initiatives that bolster further funding and planning for the Skytrain. We will also continue to ensure that we provide an active student voice on transit consultations that addresses student concerns.

### **Key Performance Indicators:**

- 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
- Support the Cure Congestion platform from the Mayors’ Council during the federal election
- Engage in the Regional Transportation Plan review consultation and support opportunities for student engagement in this process



# AMS VP Finance's Goals 2019-2020

Prepared by: Lucia Liang



# Goal 1: To foster student engagement and involvement in the community

**Values: Outreach, Inclusivity and Approachability**

*Campaign Promise: Increase student and community engagement with the AMS.*

Host more frequent Finance Caucus meetings and send out monthly finance newsletters to better address internal operational issues and ensure financial transparency within the AMS. The Finance Portfolio hopes that the environment for the Finance Caucus is engaging and conversational. The Caucus will represent an outlet for networking among like-minded people; facilitating a healthy environment for the VPF's of our constituencies will allow valuable ideas to be shared among our undergraduate societies and address common issues effectively to better serve our student body.

To further improve student engagement, the AMS will send out monthly finance newsletters to address recurring errors received by the front office and to circulate information about any events hosted or endorsed by the Finance Portfolio. Through creating this newsletter, we hope to reduce the frequency of human error in order to improve the AMS's overall financial health and to remind treasurers of financial policies. The Finance Portfolio encourages both local and international corporations as well as NGOs to rent out AMS facilities or AMS-funded buildings for events and conventions. This will both improve business for the Nest (ie. AMS food outlets), while bringing services closer to students.

## **Key Performance Indicators:**

- Establish monthly Finance Caucus meetings
  - Two meetings set up every month so that VPFs have two time slots to choose from
- Send out a monthly finance newsletter at the end of every month
- Establish partnerships with at least 2 companies to use AMS facilities

## Goal 2: To increase efficiency in financial transfers

**Values: Transparency, Sustainability and Accessibility**

*Campaign Promise: Enforcing a Secure Online Money Transfer System to increase transparency and efficiency.*

Introduce RBC's *Secure Online Money Transfer System* to eliminate potential interest payments resulting from paper reimbursements. Enforcing a new *Secure Online Money Transfer System* comes with three major benefits. Firstly, it increases transparency. As users will be able to view their process of reimbursement in real time, campus organizations can grasp a deeper understanding of the stages in which their money moves through the AMS, which minimizes the risk of human error. Secondly, it will be faster for users to get their money back from the AMS, preventing any potential interest payments incurred from delayed paper reimbursement. Thirdly, the system revolutionizes AMS processes by moving away from paper forms and streamlining the Society's position on environmental responsibility. Moreover, the AMS wants to extend the use of Electronic Funds Transfer to clubs and constituencies to increase efficiency and reduce AMS internal costs.

A common trend seen in the AMS is constituencies tending to use AMS credit cards for venue bookings. However, due to the limited amount of credit extended, credit cards reach the maximum limit frequently. As a result, allowing clubs access to the EFT service (which is already in use within the AMS for our business partners) can mitigate large expenses on the credit cards and allow the cards to serve the purpose they were originally established for. Lastly, to support efficiency, the Finance Portfolio will increase the number of credit cards given out to minimize the chance of interest being charged to students' personal accounts arising from late reimbursement.

### **Key Performance Indicators:**

- Introduce *Secure Online Money Transfer System* by the end of September 2019
- Enforce a procedure that encourages the use of EFT for our clubs and constituencies
- Revamping the credit card program

## Goal 3: To boost affordability for students

**Values: Support, Inclusivity, International**

*Campaign Promise: Look into alternative ticketing services, or build an in-house system, to mitigate high service fees charged on students when buying tickets for AMS events. Integrate WeChat into the AMS to engage the soaring international population of students.*

Create independent AMS ticketing services or implement an alternative ticketing service that works better with AMS internal operations. This change will drive down the overall student cost for AMS events, as the service fee would be reduced per transaction. The Finance Portfolio values the importance of professional development and sees phenomenal value in not only supporting students' work to embark on their creative adventures, but also investing in students and helping them attain their full potential. As a result, we want to restructure the AMS fund policy so that financial insecurities can be reduced for our students. Lastly, establishing AliPay and WeChat pay to help reduce living costs for international students.

### **Key Performance Indicators:**

- Have a new ticketing service or a new contract made with Showpass with reduced transaction fees
- Funds policy restructuring to make funds more accessible to students
- Investigate the introduction of AliPay and WeChat Pay to allow Chinese students to access their Chinese bank accounts without the need to transfer money out of Canada

## Goal 4: To prioritize sustainable investments

**Values: Principled, Ethical, Progressive**

*Campaign Promise: Maintain the (i-8) investment policy by facilitating investments made by the AMS to be informed by ethical considerations, including but not limited to, environmental sustainability, social justice, human rights, and good governance.*

Maintain current investment policy (i-8) by facilitating investments made by the AMS to be informed by ethical considerations, including, but not limited to, environmental sustainability, social justice, human rights, and good governance. Investments shall strive to both minimize negative impact and create a positive impact. The i-8 investment policy was created due to the rising public awareness surrounding fiscal responsibility in investments. Thus, the aim of the i-8 investment policy is to eliminate AMS support for the use of fossil fuels, and instead to prioritize companies that are ethically considerate in their practices, especially towards environmental sustainability. The Finance Portfolio will continue to support such work through conducting

regular reviews into the AMS investment portfolio and into AMS funded sustainability projects to uphold the rigorous environmental and ethical expectations of our students.

#### **Key Performance Indicators:**

- Make public information regarding our investment more comprehensive on the AMS website and conduct quarterly reviews of the AMS investment portfolio throughout the year
- The Sustainability Funds Administrator will visit each beneficiary project supported in the fiscal year once every semester
- Ensure that the AMS Sustainability website and social media accounts are updated regularly with project news, pictures, and videos

## **Goal 5: To support a student development program**

### **Values: Knowledge, Unity and Expertise**

*Campaign Promise: To facilitate healthy and proactive year-round events where students can interact and network to improve financial literacy and boost both personal and professional proficiency.*

Facilitate healthy and proactive year-round events where students can improve their financial literacy. Financial literacy is the confluence of financial, credit and debt management and the knowledge that is necessary to make financially responsible decisions – decisions that are integral to our student’s everyday lives. Financial literacy includes understanding of how a checking account works, what using a credit card really means, and how to avoid debt. In sum, being financially literate impacts the daily issues and decisions a student makes when trying to balance a personal budget, which is why it is my goal to bring a series of financial literacy services closer to and made more accessible to our students.

#### **Key Performance Indicators:**

- Establish a program that teaches students financial literacy
- Create volunteer positions in the Finance Portfolio
- Restructuring the budgeting process for clubs and constituencies



# AMS Administration's Goals 2019-2020

Prepared by: Cole Evans



# Goal 1: Nest Usability

**Values: Accessibility, Functionality, Community**

## **AMS Bookings Systems**

*Campaign Promise: A new, easy to use online room booking system.*

Not only does the Nest sit at the core of student life at UBC, but it is also a valuable resource to many Clubs and Constituencies who utilize this space to conduct their programming. While many improvements have been made to how rooms are booked in the Nest over the past few years, it is crucial that we continue to strive to offer a seamless booking experience to better support the operations of our subsidiary groups.

This year my team and I are committed to evaluating new, innovative options to achieve this goal. Not only would a new online system drastically improve the ease of creating bookings for AMS groups, but it would also alleviate pressure off of our permanent staff—resulting in an improved experience for all parties.

### **Key Performance Indicators:**

- Investigate the feasibility of implementing an accessible online room booking system in cooperation with Conferences and Catering.
- Ensuring potential inefficiencies are being mitigated in order to best serve students.
- Create more transparent booking procedures in coordination with the Operations Committee.
- Collect data post-implementation and conduct reviews of findings.

## **Nest Wayfinding and Branding**

*Campaign Promise: Improved and rebranded signage for more straightforward navigation and maps for wayfinding.*

The AMS Student Nest is an expansive building that houses many valuable services which provide support for all students at UBC. It's imperative that students can easily access these services with a limited number of barriers. Wayfinding is often the first step to this, and multiple iterations of AMS branding have created confusing and unclear signage systems. My team will look to replace all outdated signage in the Nest, as well as investigate and implement new systems that positively contribute to an overall better Nest user experience.

### **Key Performance Indicators:**

- Implementing new and improved signage and wayfinding systems in the AMS Nest.
- Installing updated AMS branding throughout the building to ensure brand recognition and consistency.

## Goal 2: Capital Projects

**Values: Growth, Innovation, Utility**

### **Clubs Resource Center**

*Campaign Promise: Reimagine the Clubs Resource Centre and expand the number and quality of services offered to create a central hub for clubs on campus.*

Clubs and constituencies often sit at the centre of student life on campus, and my team and I are excited to use the Clubs Resource Centre (CRC) as an innovative tool to expand our support to these groups.

The CRC has lacked vision, and the Clubs Resource Centre Renovation and Enhancement Project (CRCREP) is set to solve many of the identified issues that have held the service back in recent years. Not only does this project set a vision for club and constituency support, but it also expands on the space as a whole by creating a new casual work environment for all students to enjoy and utilize.

#### **Key Performance Indicators:**

- Development and completion of the Clubs Resource Centre Renovation and Enhancement Project (CRCREP).
- Launching the new space and marketing new options for programming for AMS subsidiary organizations.
- Continually collecting data-driven feedback to drive service direction and expansion.

### **Normand Bouchard Memorial Theatre**

The Normand Bouchard Memorial Theatre, or commonly referred to as “The Norm,” has been an AMS staple for decades. Located in the UBC Life Building, The Norm has been closed since 2015 due to required code upgrades and other minor renovations.

Currently on track to be re-opened in Fall 2019, The Norm is another space that requires a strategic vision to ensure its long-lasting success as a student hub for the arts. My team is already working on creating that plan, as well as performing a preliminary feasibility exploration of ideas for future renovation and expansion.

#### **Key Performance Indicators:**

- Complete initial renovations and move-in of the Norm Theatre for a Fall 2019 opening.
- Successfully develop and coordinate initial programming with stakeholders.
- Develop and implement a strategic vision for the Norm Theatre, including potential plans for further expansion.

## Capital Improvements

While the AMS Student Nest is a relatively new building, certain well-used facilities and furniture require replacement. In coordination with the Managing Director, AMS Senior Management, the AMS Design Office, and other stakeholders, my team will look to identify and replace these assets.

When relevant, my team will also plan on consulting data gathered from the Nest Experience Survey (NES) to ensure that student concerns are being adequately addressed.

### Key Performance Indicators:

- Analyze requirements for capital upgrades to Nest facilities and furniture over the next fiscal year.
- Execute facility upgrades where required to maximize key utility factors.
- Seek to create plans for future upgrade and maintenance requirements.

## Goal 3: Supporting Clubs and Constituencies

**Values: Consistency, Support, Engagement**

### Subsidiary Group Experience Survey

*Campaign Promise: Introduce a Club Experience Survey (CES) to collect comprehensive data on club operations, satisfaction, and anonymous feedback.*

The AMS is quickly turning towards ensuring that data-driven approaches are at the core of what we do. Currently, there is a significant gap in how the AMS gathers feedback from its subsidiary groups, namely clubs and constituencies, and my team is committed to ensuring that we create new channels to address this issue.

My team and I intend on creating, administering, and analyzing a survey catered to the AMS' subsidiary groups within the 2019/20 Academic Year. These results would then be used to direct future procedures and programming to serve clubs and constituencies better.

### Key Performance Indicators:

- Develop, introduce, and administer a survey to AMS Subsidiary Groups and collect feedback on a variety of data points.
- Analyze data to create a comprehensive report, and identify areas of strength and areas where improvements can be made.

## **Improved Communications**

*Campaign Promise: A reworked, easy to use, and informative Clubs Handbook. Improvements to the AMS Clubhouse platform. A drastically improved, and more useful Clubs Newsletter.*

Communication is an integral part of how the VP Administration team can effectively administer and support over three-hundred clubs and constituencies. In today's day and age, creating innovative ways of communicating that efficiently deliver information and services is key to the successful operation of any organization.

Improving the channels through which clubs and constituencies receive their information, such as handbooks and orientations, ensures that the operations of subsidiary groups can run more efficiently and independently. My team is also looking forward to working with CampusVibe to bring several improvements to the AMS Clubhouse website, as well as improving the general online user experience.

### **Key Performance Indicators:**

- Revamping both the Clubs and Constituencies Handbooks and creating an easy to use, informative guide for AMS Subsidiary Groups.
- Work with stakeholders to overhaul the AMS Clubhouse platform creating both better utility for Subsidiary Groups and greater efficiency for the VP Administration team.
- Improved communications with Clubs and Constituencies as to how the AMS can better support them through means such as newsletters, orientations, and more.

## **Enhancing Group Support**

*Campaign Promise: Work to bring Constituencies closer together and help them explore opportunities for valuable collaboration. Provide AMS support to current and future Undergraduate Society initiatives, including major projects.*

My team is excited to be exploring new ways to deliver enhanced, catered support to our subsidiary groups. Not only would my administration like to expand on services that help drive student initiatives on campus, but also implement new and improved systems to help boost operational success. Additionally, we are looking forward to working closely with CampusVibe to implement a new online voting system for AMS clubs—scheduled to go live for the next clubs elections cycle in January 2020. online user experience.



### Key Performance Indicators:

- Work with Constituencies to explore new ways of providing greater support and fostering valuable inter-collaboration.
- Work with stakeholders to fully implement online club election software through AMS Clubhouse and monitor program data.
- Expanding Clubs Days and creating more opportunities for groups to engage with students.
- Improving and expanding on services offered by the Clubs Resource Centre to better accommodate and serve the needs of Clubs and Constituencies.

## Goal 4: Advancing Sustainability

**Values: Innovation, Leadership, Progressive**

### Operational Success

*Campaign Promise: Continue positive progress made by last year's Sustainability team and ensure further implementation of student-centric sustainability initiatives. Moving the Sustainability team out of the CRC and into the AMS offices.*

The AMS Sustainability team sits at the core of what makes the AMS a national leader in sustainable practices. With a focus on operational sustainability, our team is actively working on ensuring that we are setting up the AMS for further sustainability success while looking years into the future. Additionally, many past AMS Sustainability projects have become out of commission over the past few years, and the team is aiming to analyze and execute on restoring many of these past projects.

### Key Performance Indicators:

- Successfully relocate Sustainability team to the main AMS Offices area to foster greater collaboration, support, and visibility.
- Monitor and identify possible areas of improvement in the Nest for short-term and long-term sustainability upgrades.
- Work to complete large scale maintenance projects of all past sustainability-related projects currently out of commission.
- Continue outreach with clubs and constituencies to support them in their sustainability operations.

## **Foodware Strategies**

*Campaign Promise: Complete the elimination of single-use plastics from all operations of the AMS Nest. Investigate the possibility of implementing a new container-share program for AMS food outlets.*

*Board Mandated Goal: Develop and present an implementation plan for the AMS to follow UBC's Zero Waste Foodware strategy by early September 2019.*

Foodware waste has been identified as a critical issue that continues to have dire effects on global environmental systems. It is our team's belief that the AMS has the opportunity to play a leadership role on the national stage by exploring and implementing eco-friendly foodware practices.

Alongside the AMS Council mandated goal of developing a plan to follow UBC's Zero Waste Foodware Strategy, my team is also committed to exploring other innovative ways of reducing foodware waste. We've already begun work on researching options for introducing a container sharing program to the Nest, and are also looking to monitor the success of the widely popular Mugshare program continually.

### **Key Performance Indicators:**

- Develop a feasibility and implementation plan to eliminate all single-use plastics from both Food and Beverage, and Conferences and Catering operations.
- Explore options on the implementation of a container sharing program in the Nest.
- Monitor the success of the Mugshare program and explore the potential for future changes and expansions.
- Develop and present an implementation plan for the AMS to follow UBC's Zero Waste Foodware strategy by early September 2019.

## **Policy Design**

*Campaign Promise: Modify and format AMS documents on sustainability strategy, and specifically the Student Driven Sustainability Strategy, to make them clearer and more useful.*

Policy often serves as an essential guiding tool in any operation, and we believe that should be the case with AMS Sustainability. My team has already begun on improving and enhancing the AMS Student Driven Sustainability Strategy to not only set a better strategic vision for the Society but to also expand the definition of "sustainability" to include both social and economic factors. We're also looking to introduce a second strategic document to guide further work beyond AMS governance and operational levels. The primary purpose of this objective being to create guidelines that are accessible to groups outside of AMS Sustainability, such as other departments, clubs, constituencies, and other campus groups.

### **Key Performance Indicators:**

- Rework the AMS Student Driven Sustainability Strategy (SDSS) to be used as a guideline for the AMS to follow that has measurable, specific goals which can quantify progress, outline dates, and provide methods and measures to follow.
- Creation of a resource platform for student groups and constituencies to use and model, providing instructions to allow easy implementation of green initiatives within their organizations.
- Continue to identify potential policy improvements to more effectively support sustainability initiatives and simultaneously ensuring organizational success.

### **Innovative Solution**

Innovation is integral to any work on sustainability, and my team and I are committed to exploring new ways to keep pushing the AMS forward as a leader in the sustainability community.

Collaboration is key to expanding the AMS' reach on campus, as well as bringing in exciting new ideas to advance our sustainability activities. Our team is eager to work closely with on-campus partners such as the UBC SEEDS Sustainability Program on furthering sustainable initiatives. My team is also looking forward to looking at sustainability in innovative ways, such as expanding the definition of "sustainability" to include both social and economic factors as well as exploring the idea of an Interactive Sustainability Centre (ISC) looking into the future.

### **Key Performance Indicators:**

- Seek further collaborations with on-campus sustainability groups such as SEEDS to produce exciting, innovative projects.
- Evaluate ways to introduce new projects and initiatives that contribute to the overall sustainability of the AMS.
- Expand on the definition of sustainability, and investigate new applications to the social and economic elements of the AMS.
- Conduct exploratory work on the feasibility of an Interactive Sustainability Centre (ISC) in the Nest.

# Goal 5: Development of Artistic Assets

**Values: Community, Culture, Engagement**

## **Assessing the AMS Permanent Collection**

The AMS Permanent Collection is our Society's private art collection valued at over \$3.5 million. Made up of donated and previously acquired work from many notable artists, the AMS Permanent Collection sits safe and secured in the depths of the Nest. However, many works are in dire need of restoration in order to retain not only their value but also their structural integrity.

Our team is excited to begin work on creating a new strategic vision for the AMS Permanent Collection, including plans for restoration, cataloging, and exhibiting. We have also started work on identifying additional pieces that can be sold at auction in line with a 2017 AMS Referendum on the topic.

### **Key Performance Indicators:**

- Conduct an appraisal of the AMS Permanent Collection to update valuations.
- Work in conjunction with the Hatch Art Gallery Team, as well as the SHAPE Committee to select new pieces to sell.
- Create a plan to restore all assets to their maximum value and implement a long term strategic vision for the Collection.

## **Continuing the Growth of the Hatch Art Gallery**

*Campaign Promise: Continue progress on the growing branding and execution of the Gallery, and push for new, exciting exhibitions with innovative works of art.*

The Hatch Art Gallery continues to be one of the leading outlets on campus for student-focused artistic expression. This year, we're excited to continue the growth of the Hatch and expanding the programming that the space offers.

Through innovative marketing campaigns, brand new exhibitions and artistic mediums, as well as engaging new groups in Gallery activities, the Hatch is poised to become a true hub for the visual arts on campus.

### **Key Performance Indicators:**

- Work with Hatch team to create new and innovative ways of marketing the Hatch.
- In coordination with the Hatch team, continue working to push boundaries of the Gallery's potential through expanded programming and intriguing exhibitions.
- Expand participation in Hatch affairs to a broader audience of non-AMS affiliated groups.

# AMS Student Services Manager's Goals 2019-2020

Prepared by: Ian Stone





# Goal 1: Data-driven programing to provide service to needs that are in significant demand

**Values: Consistency, Data Driven, Principled**

AMS Services has traditionally been strong in using data from each client to understand the needs and wants demanded of us. However, Services can always make improvements in data collection by being intentional with the data we collect and working with AMS Executives and external stakeholders to collect and share different types of data.

## Key Performance Indicators:

- Complete the AMS's internal Sexual Violence Policy and rewrite of the Respectful Environment Policy;
- Implement the AMS's internal Sexual Violence Policy and recommendations from the SVPREP Working Group;
- Work with the Vice-President, Academic and University Affairs on advocacy to the University on Policy 131;
- Explore the possibility of further support services within the SASC.

# Goal 2: Collaboration to build and strengthen our communities

**Values: Collaborative, Representative, Approachable**

All Services have an extensive network of collaborators and partners both on and off campus, working with us to provide clients, monetary support, peer consultation and transformative learning opportunities. Hence, maintaining and increasing these connections is essential to our growth. However, much like our data collection, an intentional approach in examining our partnerships can only be beneficial.

## Key Performance Indicators:

- Work closer with our existing partners, both internal and external, to develop better knowledge of our offerings and increase Service usage
- Work with all branches of the AMS and review how we currently engage with other parts
- Review how we work with non-AMS members and continue or create positive, useful relationships that are mutually beneficial

#### Key Performance Indicators (cont'd):

- Develop a stronger community within the AMS Services through establishing a Services-wide training day

## Goal 3: Lowering barriers to Service access

**Values: Approachable, Supportive, Progressive**

As stipulated in AMS Code, each of the Services aims to offer services and resources to the membership that are in significant demand and aim to further the well-being of the membership as a whole, as well as be accessible to all Active Members of the Society. With this in mind, the Services team, in consultation with internal and external stakeholders, will examine how we can make each of the seven Services more accessible to the diverse populations that make up the UBC community.

#### Key Performance Indicators:

- Convene focus groups, either formal or informal, with different student groups to ascertain how we can reach under-represented groups
- Work with groups who are leaders in their areas of expertise to learn about best practices in service implementation

## Goal 4: Creating better, more accessible, and more effective promotional material

**Values: Approachable, Communal, Representative**

While engagement and consistent communications with the student body has a continuous struggle for the AMS over the past few years, the Services have traditionally faced an even larger challenge in this area due to the somewhat sensitive nature of some services and by being physically separated from the Governance wing. With a growing Communications team, the Services aim to make use of these and other resources to promote our work and the AMS as a whole to the UBC community.

#### Key Performance Indicators:

- Hiring a dedicated Social Media Coordinator for Services
- Revamping our graphics and public information to better communicate important stories that will resonate with students
- Creating new public facing material such as videos and stock photography to be used in promotional activities, both for now and for the future

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