



Vice-President Administration Final Executive Goals Update - 2019/20

Dear Council,

I hope you all continue to stay happy and healthy through these tumultuous times, and that your weekend ahead is full of plans of self-care, and being close (or as close as possible) to the ones you love.

I would like to again sincerely apologize for failing to meet the deadline prescribed by AMS Policy I-9, and specifically, the submission of my year-end reflection on my goals to the Board. The COVID-19 pandemic has created difficult circumstances for all of us, and I am being sincere when I say I have been very overwhelmed with my responsibilities not only as the Vice-President Administration, but also as your President-elect. I have been working tirelessly to ensure that the Society is well equipped to weather these difficult times operationally, and that our incoming Executive team is well supported both professionally and personally as they head into unknown territory. However, I recognize that this cannot be an excuse to exempt me from my Board assigned duties as an Executive. This submission should have been prioritized, even ahead of all the other important work still yet to be done. I never intended for this to be a dismissal of the importance of reporting to the Board, and it upsets me that some of you feel as if I am disregarding your value as Directors. This is not the case, and I am sorry.

I appreciate the Board's understanding and sympathy in this exceptional situation, and I hope you all have a chance to read about the incredibly successful year my office has had. If you have any questions about this submission, please let me know at vpadmin@ams.ubc.ca. We will also plan to make this submission available publicly in an appropriate location as per Policy I-9.

Thank you, and stay safe,

Cole Evans

Vice-President, Administration

Nest Usability

Values: Accessibility, Functionality, Community

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 clearer booking procedures in coordination with the Operations Committee.
- Collect data post-implementation and conduct reviews of findings.
- Implementing a new and improved signage and wayfinding system in the AMS Nest.
- Installing updated AMS branding throughout the building to ensure brand recognition and consistency.

The Office of the Vice President Administration has worked very hard this year to identify areas of and relating to the AMS Nest that are in need of improvement. Five out of six Key Performance Indicators have been completed, and follow up data is still set to be collected once the implementation of new procedures and CampusGroups is complete.

Original plans to implement a standalone booking system have been put on hold while we evaluate to what extent the introduction of CampusGroups is able to meet our needs. The CampusGroups platform contains features that address many of the issues that have been outlined with the current bookings process, and we are confident that the introduction of the new system will ultimately create a better bookings process. Additionally, the Operations Committee has approved a number of procedural changes for bookings that will help reduce inefficiencies, and more evenly distribute bookings across our subsidiaries.

Almost all instances of the old AMS “shield” branding have been removed from the AMS Nest and have begun to be replaced with updated signage and materials. The signage revitalization project will be completed Spring 2020, and additional visuals are being added to highlight AMS Offices in the building.

Capital Projects

Values: Growth, Innovation, Utility

Key Performance Indicators:

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

The Office of the Vice President Administration has had an incredibly successful year working on capital projects that have high upside in both student and organizational benefit. All nine Key Performance Indicators have been completed.

The Clubs Resource Centre Renovation and Enhancement Project (CRCREP) was officially completed in November 2019 and resulted in the successful opening of the

new *The Commons + Clubs Resource Centre*. The project was completed under budget, and has seen strong results based on both service and space interactions - exceeding all metric expectations. Metrics will continue to be collected to evaluate the success of the space and to identify where tweaks can be made to optimize performance.

The AMS Normand Bouchard Memorial Theatre (or “The Norm”) has officially reopened. Phase One of the Normand Bouchard Memorial Theatre Renovation and Expansion Project (NORMREP) was developed in May 2019 and consisted of just over \$310,000 in Building Code related upgrades. The project was completed in coordination with UBC Properties Trust and received occupancy in November 2019. After opening, we held the Grand (Re)Opening event in collaboration with the UBC Film Society and UBC IMPROV, and successfully opened the theatre to a sold out crowd. Proposal work has begun on Phase Two of the NORMREP project and has been called *Project Spotlight*. This phase will seek to expand the performance capabilities of the theatre, and funding options are currently being explored.

Future capital planning has been conducted, with a number of future potential projects developed including the Interactive Sustainability Centre (ISC) and the North LL Pocket Lounge Redevelopment. Capital upgrades that are scheduled to be completed over Summer 2020 include the Eastside Furniture Replacement Project, as well as the SASC Office Expansion Project.

Supporting Clubs and Constituencies

Values: Consistency, Support, Engagement

- 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.

- 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, etc.
- 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.

The Vice-President Administration team has had an excellent year working to support our clubs and constituencies, and we have undertaken numerous projects that have improved how we interact with our subsidiaries. Eight out of nine Key Performance Indicators have been completed, and all have been worked on as some KPIs have become unattainable due to operational changes.

Work has been completed on the creation of a new Subsidiary Group Experience Survey (SGES). The survey was scheduled to launch alongside the Club Renewal process, but COVID-19 implications have complicated our administrative processes, and have unfortunately delayed the rollout of the survey. The Vice President Administration has been collaborating with SEEDS and a SOCI 380 section on developing the survey, and ensuring that data obtained will be beneficial to improve services. The future of the survey will now turn to a larger AMS survey currently being worked on by the Vice-President Administration and the President. The hope is to merge the SGES and the AMS Nest + Experience Survey into one comprehensive survey relating to the AMS. The survey is scheduled for a Late 2020 release.

Our team also continued to work on revamping both the Clubs Handbook and relevant Constituency documents. Content and layout of these documents has been completed, but both projects have been put on hold as questions relating to the efficiency of delivering information by such a method have been questioned due to the frequency of changes made to rules relating to subsidiaries. Focus now will turn to figuring out how to integrate better instructional features into the CampusGroups platform, so that changes can easily be made. The platform used to distribute the AMS Clubs Newsletter was changed over from CampusVibe to Constant Contact and results have been great. Emails are now rich with visually appealing features including graphics and photos. The new platform also allows for detailed tracking of interactions not only with the email itself, but also how users are interacting with the information within it. Open rates remained steady at around 75%. The Clubs Newsletter will be transitioned over to the CampusGroups platform once implemented, which has many of the same features as Constant Contact.

Arguably the largest advancement this year for subsidiary support has been the successful approval of a new subsidiary software provider; CampusGroups. Both the VP Administration and VP Finance teams are incredibly excited by the potential of this new software, and we are anticipating that it's introduction will revolutionize how students interact with groups on campus. Implementation is currently ongoing, and we will most likely see the system introduced to the public in late-May or early-June.

Constituencies continue to be supported in a variety of areas including internal projects, events, and outreach projects. The Office of the Vice President Administration has also worked to continue developing new ways of fostering inter-Constituency collaboration, and held a social collaborative event with Constituencies in January 2020. Clubs Days was expanded to the UBC Life Building both in September 2019 and January 2020 with great success, and the Office hopes that this new format will continue to be used into the future. Plans were underway to reimagine Club and Constituency Orientations, with a more conference-style format envisioned as being utilized. However, the combination of COVID-19 and the

introduction of CampusGroups has led to the possibility of online module-style orientations being used in the future.

Advancing Sustainability

Values: Innovation, Leadership, Progressive

Key Performance Indicators

- Successfully relocate the 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.
- 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 potential for future changes and/or expansions.
- Develop and present an implementation plan for the AMS to follow UBC's Zero Waste Foodware strategy by early September 2019.
- 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 in order to more effectively support sustainability initiatives and simultaneously ensure organizational success.
- Seek further collaborations with on campus sustainability groups such as SEEDS to produce exciting, innovative projects.
- Evaluate innovative 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.

Work on sustainability has been completed above expectations and all fifteen Key Performance Indicators have been completed. At the beginning of the year, the Sustainability team was successfully relocated to space in the AMS Offices, and this has resulted in significantly better project coordination not only within the Administration portfolio but also with other AMS departments. New projects have been identified for the Nest, including a partnership with ChopValue, and existing projects continue to be monitored, maintained, and improved accordingly.

Operations at the AMS are now virtually plastic-free, and departments such as Food & Beverage have already phased out single use plastics from their operations. Plans to begin a pilot project of the Green2Go program have been implemented and was supposed to launch in April 2020, but the team looks forward to seeing the prospects of a full fledged container sharing program in the Nest develop over the 2020/21 year. Other programs such as Mugshare were continually monitored, and staff are currently working on what the future of the program looks like. Lastly, the Office of the Vice President Administration successfully delivered an implementation plan to AMS Council for UBC's Zero Waste Foodware Strategy. Implementation has been completed, and initial reports have shown drastically lower usage rates of single-use items in the Nest.

Work on the all new AMS Sustainable Action Plan (ASAP) is almost complete and will be presented to AMS Council on May 13th, 2020. This document will replace the existing AMS Student Driven Sustainability Strategy (SDSS), and will build on new factors such as greater integration with the UN Sustainable Development Goals, as well as include a broader scope in goals reaching out to the Society's advocacy efforts. Work has also been finalized on a resource document for the Society's subsidiaries, allowing our clubs and constituencies to adequately be supported in their own initiatives to implement sustainable practices. This document will continue to be implemented over Summer 2020.

The Vice President Administration also continued to push innovative initiatives within the portfolio. Plans for an integrated Interactive Sustainability Centre (ISC) have been finalized and are ready for execution. The portfolio also continues to work closely with SEEDS on a number of new and existing projects.

Development of Artistic Assets

Values: Community, Culture, Engagement

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 maximum value and implement long term strategic vision for the Collection.
- 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 larger audience of non-AMS affiliated groups.

The Office of the Vice President Administration has seen incredibly successful results with the Hatch Art Gallery this year. All six Key Performance Indicators have been successfully worked on or completed.

A new insurance appraisal of the AMS Permanent Collection was conducted, with a new estimated total valuation of \$3.66 million. Conversations surrounding plans to sell more pieces as per the AMS Referendum have been delayed until a more comprehensive and rigorous community consultation process has been developed. A preliminary draft has also been created to realize a more cohesive strategic vision for the Permanent Collection moving forward, with ongoing completion targets.

The Hatch Art Gallery has seen high amounts of engagement throughout its exhibition season. New and exciting programming has been implemented by the Hatch Art Gallery team, and the results from increased engagement is yielding good returns for the prominence of the Gallery. The team was excited to offer new and intriguing exhibitions this season, including shoes from prominent international artists.