

AMS Executive Goals Year-End Review 2019-2020

Prepared by: AMS Executives



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Introduction

Every year, students at UBC are able to access a wide range of services that supports the different aspects of their lives; from clubs to student services, advocacy to events, and financial support to elections. At the same time, each year, a new set of executives step into their important roles and contribute their work to improving those same services. As the 2019/20 year comes to an end and we begin to prepare the next round of eager executives, the AMS Executives take a moment to reflect on a year where we looked to make a positive impact on the lives of students. This report is intended to show the amazing work this executive has undertaken to improve the quality of the educational, social, and personal lives of UBC students.

At the beginning of our tenure, we were optimistic and ready to take on every new initiative or project in our sights to better the student experience at UBC. This same eagerness did not mean that we were equipped to conduct the work in this report alone. It is important for us to recognize the hard-working student and permanent staff that have been the foundation to this executive team and enabled us to accomplish our goals. They truly are the backbone of the AMS.

Throughout this past year, we have taken the time to reflect on our own work – both successes and failures. We have had the moments of victory and the feeling that nothing could go wrong, but also the times of mistakes and the thought that everything is wrong. These experiences are what have paved the road for the Executives up to this point. We have looked back at our own work and the work of our predecessors to contemplate how we could keep doing better.

We end off the 2019/20 year on a foot of uncertainty with COVID-19 posing one of the most difficult obstacles for the world, but also the AMS. Despite these unprecedented times, we hope that this report serves more than a document of past accomplishments, but a timeline of learning and confidence. In this report, we want to emphasize not just on the things we did, but the projects and initiatives we didn't do. Our goal for this report is that it will join the many other executive goals report but be laid out with areas of opportunities and learning for our successors.

Sincerely,

Chris Hakim
President

Julia Burnham
VP Academic and
University Affairs

Cristina Ilnitshi
VP External Affairs

Lucia Liang
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Cole Evans
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Goal 1: A Data Driven AMS

Data-driven has been the theme of the AMS this past year as we looked to refine our work through an understanding of data. We have tried to emphasize data in all of our reports and projects, from strategic planning research to advocacy briefs.

This past year, we have looked to refine our current work such as the Academic Experience Survey and the Nest Experience Survey to continue to study the different needs and wants of students. We are also excited to see that next year we will be looking to survey students on the whole of the AMS through the AMS Experience Survey. With a new survey in mind, we can expect to see in the next year that the AMS will have a wealth of data to better understand how students feel about the AMS, how students feel about student services, and how clubs feel about their resources and management.

We have been working with our different staff members on identifying areas in which the AMS can improve its data collection and resources to serve the needs of our staff. During our tenure, we have seen the successful implementation of the first phase of Ceridian Dayforce, an initiative that looks to renew and modernize the AMS's payroll and HR infrastructure. With the completion of this first phase, we are able to better track our payments to our staff members and understand our wages/salaries structure more efficiently. The opportunity for the AMS is in the next phase of Ceridian Dayforce's implementation: personnel management. With the new personnel management module, the AMS will be able to study the details of its workforce, survey staff on various topics, and improve performance tracking. In addition, another opportunity for the AMS is in the continuation of the wages/salaries analysis that we have been conducting this past year. For the AMS to continue to stay competitive within its various competing markets and to continue to hire great staff members, we should be regularly studying what our competitors are offering in terms of wages and salaries and look to see how we can size up.

Goal 2: Council Improvement

Reflection has been a critical theme for AMS Council this past year to not only reach the constant itch of "there is something wrong", but to actually enable good governance and decision-making. In 2019/20, we can proudly say that we have made some progress on improving AMS Council.

During our tenure, we have worked hard with staff to study and design an effective Councillor and Chair orientation. Moving forward, our next round of directors can expect to see a

comprehensive set of orientations that will look to provide an understanding of the AMS's intricacies and history, but also a road to success. In addition, we have designed a board self-assessment rubric which allows AMS Council to look internally at itself, identify perceptions and opinions, and determine areas of responsibility that need attention. Not only is this standard practice amongst good governing boards, but also a key step in allowing AMS Council to identify and tackle issues. These resources are meant to equip the AMS Council with right tools to succeed, but success will only come if the board plays an important role in the AMS's governance.

An important project that sprouted up during 2019/20 that should continue to see light has been the Ad-hoc Committee on AMS Council Governance. While maybe not the appropriate committee anymore, the AMS can look to benefit from identifying key issues with its governance, compare itself versus successful boards, and look to enact change. While this work was not completed this year, there is an opportunity in the coming term for the AMS to take the time to improve its governance in oversight, accessibility, representation, and decision-making.

Goal 3: Communications Expansion

The AMS has seen an expansion in its Communications & Marketing department with new staff members being hired and more funds being allocated. Despite this expansion and the success, we have seen this year, there is always more room for the AMS to engage with our students to let them know what the AMS is up to and for us to understand what their wants and needs are.

One of our biggest successes that has contributed towards expanding the AMS's communications has been the hiring of new staff members. Our amazing staff have been contributing towards the increased output of content for the AMS in all of its departments. This has provided us with the ability to release amazing work such as the AMS Ombuds Office's new branding or the various promotional events for AMS businesses. In addition to this work, our staff and budgets have enabled us to swiftly respond to COVID-19 by ensuring that the AMS is providing regular updates on its operations in various departments as well as from government and UBC on its website and social media. The opportunity for the AMS in the coming year is to take the time to think deeply on how it engages with students. With the increased staff numbers and budget, we have been able to push content out more efficiently, but we need to know if we are producing the right content and into the right mediums. Therefore, the opportunity for the AMS is to think about forming a communications and engagement strategy so the AMS can be strategic in its engagement and consultations.

AMS President's Goals 2019-2020

Prepared by: Chris Hakim



Goal 1: Sexual Violence Support

2019/20 has been a success for the AMS in improving its services and advocacy on sexual violence support and prevention at UBC. However, this work continues to be ongoing and largely supported by our amazing staff at the Sexual Assault Support Centre (SASC).

In September 2019, the AMS Council approved the final drafts of the AMS Sexual Violence Policy (I-17) and the AMS Respectful Community and Workplace Policy (I-18). These policies came forward after a year of development with stakeholders and robust consultation with the wider UBC community. The two policies would provide the AMS, students, and staff a clear procedure for the disclosure, reporting, and investigations of incidents of Sexual Violence, Bullying and Harassment, Discrimination, and Violence.

Following the approval of Policy I-17 and Policy I-18, the AMS undertook the implementation side of ensuring that students were aware of the new procedures and that we had the resources to maintain the process. Since then, we have increased our budget for the AMS Ombuds Office as well as hired a new staff member to support the ongoing work. With the new staff members at the Ombuds Office and with a new process for investigations, we also provided trauma-informed approaches and procedural fairness training to the appropriate individuals at the AMS. Furthermore, we have undergone a rebranding for the Ombuds Office that emphasizes on the office's impartiality and independence, but also trust. The opportunity moving forward is for the AMS to continue to emphasize the awareness building of the procedures and office, especially amongst our clubs and constituencies. In addition, there is an opportunity for us to better our training modules so we can continue to provide effective and appropriate education for the AMS.

With the review of UBC's Policy 131/SC17 occurring this year, the AMS has been working hard to ensure that the new Policy 131/SC17 is survivor-centric and trauma-informed. The President's Office has been working with the Vice-President Academic & University Affairs on coordinating all the priorities and asks the AMS would push for during this review. In addition, we worked on UBC adapting to the evolving nature of sexual violence prevention on campus as more on campus groups begin developing their own sexual violence policies. Moving forward, it is the responsibility for the next executive team to ensure that this review continue to be survivor-centric, trauma-informed, and taking into consideration the importance of SASC's standing at UBC. In addition, the AMS must ensure that the implementation of the new Policy SC17 is done so smoothly and efficiently in order to not make the same mistakes of the past.

This past year, the AMS finalized collective bargaining with the CUPE Local 1396 and the SASC unit and passed the first collective agreement between the two organizations in September. Since then, we have been working with SASC on the AMS Services Review to study areas that we can look to improve and refine. Some highlights from this review have been around the

recommendation for a strategic plan for SASC that also feeds into data-collection understand perceptions and impact of the SASC's programming.

Goal 2: Inclusion of Indigenous Voices

This past year, there has been a heavy emphasis in the AMS to not only include Indigenous voices in our important conversations, but to also empower them to be making decision as well. This work has been conducted through our unwavering support behind the Indigenous Committee as well as our collaboration with our Indigenous partners.

Our biggest success in 2019/20 has been the passing of the referendum that creates a seat on AMS Council dedicated to an Indigenous student. This monumental decision will allow for Indigenous students to ensure that the AMS is not just including their voices but is also accountable to them. Unfortunately, due to COVID-19, conversations around the appointment process for this seat has been delayed. Nevertheless, this is an opportunity for the next team to continue these critical conversations to ensure that our Indigenous partners are in the room where it happens. In addition to this work, we have been collaborating with the Indigenous Committee on its involvement in the AMS's budget process and refining their annual priorities. This provides an opportunity for the AMS to work with our Indigenous partners to emphasize on set goals each year on reconciliation and to make sure that we are allocating funding from our budget towards Indigenous initiative beyond the Indigenous Student Fund.

Speaking of Indigenous Student Fund, with the establishment of the Indigenous Student fee, the AMS has been working with the Indigenous Committee on creating a terms of reference for the usage of the new funds. We have successfully created a terms of reference earlier this year that provides consistent funding towards the Indigenous Committee's operations and for Indigenous initiatives from the community. This fund has been able to give way to great initiatives such as the annual pow wow and emergency financial aid for Indigenous students during COVID-19.

Goal 3: Climate Justice and Sustainability

With the momentum swinging in favour of student advocacy on UBC divesting, we have seen great movements from the UBC Board of Governors towards divestment. This past year, we saw the UBC Board of Governors turn down the Administration's proposal to lean away from divestment. In addition, UBC took the decision to divest the land revenue portion of the UBC

Main Endowment and requested a legal and financial analysis for full divestment. These actions are milestone achievements that could not have been completed with all the work that UBCC350 has put in to make it happen.

Goal 4: Affordable Student Experience

Affordability, affordability, affordability – there is a reason why this is the biggest issue at UBC and we have not only been advocating on this topic, but looking internally to identify areas in which we can reflect our value of affordability.

Recently, we have approved a large-scale change to the AMS's budgeting and financial reporting processes in order to ensure that student fees are being used effectively and encouraging our departments to think more ambitiously with their projects. With this new process, the AMS Council is provided a larger timeline to prepare the AMS's budget, but to also review the various funding items. In addition, this process pushes department heads and executives to think ambitiously about the projects they want funded and provides an opportunity for the board to track the impact of their funding allocations. Furthermore, this new process allows for a regular review of the AMS's fees and funds. With the AMS having a monumental number of established fees and funds, some from decades ago, this gives an opportunity for the AMS to act on its own impact on student affordability by examining whether it can decrease or remove existing fees, or repurpose sitting funds to move moneys towards the current student priorities. However, despite the grand philosophy behind this process, the effectiveness and impact of this new system will only be seen if the AMS as a whole reflects the intentions behind creating this procedure.

Goal 5: AMS Moving Forward

The most notable project we have undertaken this year has been the AMS Strategic Plan development. This plan is meant to shape how the AMS and this campus will look for the next five-years, and inform the AMS's work from student services to clubs, businesses to communications, and advocacy to finances. In the initial stages of the AMS Strategic Plan's development, we saw close to 1,000 students responding to its consultation and providing critical considerations on what the AMS's values should be. Unfortunately, due to our capacity, we could not see this project to its completion this year. However, this provides an opportunity for the next team to build an RFP process and work with external consultants to bring their

expertise in to capture the student vision for the AMS and the UBC campus.

One great success we have this year has been the filling of the Advisory Board – a critical body for the AMS in which we can garner the expertise from industry leaders to improve the student experience. With the Advisory Board filled, the AMS should be looking to meet with its members and use their advice to inform some of the AMS’s long-term and strategic decisions, especially concerning COVID-19. There is an opportunity for the AMS to also examine whether it wants to expand the number of professional members on the Advisory Board to bring in more industry leaders to contribute to the AMS’s work.

Finally, the AMS has been working diligently on its equity and inclusion initiatives, notably with the AMS Equity & Inclusion Action Plan. We are wrapping up work to prepare the next executive team to conduct an RFP process to bring in experts on EDI to collaborate with the AMS on the creation of the AMS Equity & Inclusion Action Plan. This project would also be assisted with the new hiring of the Associate, Equity & Inclusion in the President’s Office next year. This position would also provide the AMS with a dedicated role that would ensure that the AMS is informed on various EDI initiatives to undertake.

AMS VP Academic and University Affairs' Goals 2019-2020

Prepared by: Julia Burnham



Goal 1: Supporting Survivors through Community-Building

This year, the VP Academic and University Affairs prioritized work on sexual violence prevention and response advocacy, as a key pillar of their campaign promises. With the first-ever review of policy SC17, UBC's Sexual Misconduct policy, the VPAUA was able to successfully advocate for a seat on this committee, after it had already been formed without the AMS or SASC's involvement. This committee met extensively in early fall to provide a first draft, and then throughout February/March to revise the draft with community feedback after a public consultation period. The final policy will be approved at the Board of Governors in June 2020. Throughout this process, the VPAUA worked in constant collaboration and partnership with the SASC Manager and team to advocate for necessary changes to support survivors. The VPAUA office and the SASC collaborated on a successful 'Stand With Survivors' campaign and town-hall event to empower student feedback during the public consultation period. Additionally, the VPAUA represented student interests and the need for a collaborative relationship with SASC through the search committee process for the Director of UBC's Sexual Violence Prevention and Response Office (SVPRO). The VPAUA office, SASC and SVPRO all collaborated on the 2019 iteration of the 'We Believe You' campaign, with both SASC and SVPRO logos appearing on materials for the first time.

The VPAUA office has met all KPIs for this goal.

Goal 2: Prioritizing Equity and Accountability

The AMS has been involved in the development of the Inclusion Action Plan (IAP) and its goals to commit the university to uphold practices of equity, diversity and inclusion within its operations. As Chair of the Senate Ad-Hoc Committee on Academic Diversity and Inclusion (SACADI), the VPAUA has been doing significant work to push the principles and goals of the IAP within the Senate. Additionally, the AMS provided a submission in support of the IAP to the Board of Governors and prioritized the IAP Implementation Strategist roles within its contributions to the annual UBC budget process.

While UBC has moved to divest, a move more ambitious than the VPAUA goal of a review of the Sustainable Futures Pool, the credit to this goal must be given to the decades of work by student activists, particularly UBCC350. As such, the VPAUA identified other ways to support the work of the student activist community as they continue setting new goals for ways to advance climate justice work on campus. The VPAUA met with climate organizers to provide support and

strategize ways to achieve a climate emergency declaration in the Senate, and supported the Wet'suwet'en Walk Out event financially and physically. The VPAUA has also been involved as a member of the Climate Emergency task force.

The VPAUA office has met some KPIs for this goal, and redirected original efforts to other pertinent, emerging climate priorities.

Goal 3: Holistic Approaches to Student Wellbeing

There is still ongoing work to be done in this goal area, much due to the long-term nature of certain goals and disruptions in the University's schedule. In December, the Board of Governors approved a Board 1 plan for a new building to house the Integrated Health Centre, which is an important step in creating long-term plans for student health services. The AMS advocated for this in the summer, and is excited to work with the university as it develops the operations of this site over the next few years. Due to the ongoing, unexpectedly long RFP process for our Health and Dental plan, Council has not yet received a presentation from StudentCare on the usage rates of the increased mental healthcare benefits. As this process wraps up and the COVID-19 crisis cools down, the VPAUA hopes the incoming executive team will carry this KPI forward. Alongside the President's office, the VPAUA has negotiated and signed an MOU agreement with Athletics and Recreation on the \$21 recreation fee. A report from the Senate Academic Policy committee's working group on Academic Year Scheduling is still pending, and may encounter further delays due to the COVID-19 situation unfolding. The VPAUA office recommends that the incoming executive engages with the report and advocates for the favourable surveyed option to be implemented in utmost haste.

The VPAUA office has met some of the KPIs, and has made recommendations for the completion of pending items.

Goal 4: Improving Campus Access and Affordability

The VPAUA office has been involved in the development, operations and adjudication of the

Open Educational Resources Fund in order to advocate for the interests of students. This has included participation in the drafting of its principles and processes, as well as membership on the adjudication committee for the fund. The AMS Textbook Broke campaign this year exceeded expectations and created an open letter on equitable education. In partnership with the Centre for Teaching, Learning and Technology, the Library, the Provost's Office and President Santa Ono, the AMS launched an OER Champions award and reception to much success, and is currently planning with partners on how to continue this initiative in the longterm. In August, the VPAUA office launched a petition in support of maximizing the available housing in Stadium Road Neighbourhood, garnering over 500 signatories. The VPAUA office has retained these signatures, and encourages the incoming executive to utilize this advocacy when the University revisits this project after updating the memorandum of affiliation with Musqueam. The AMS was offered a seat on the UBC Hospitalities Trust steering group, which will revisit the operations and priorities of this pending development. This seat has been occupied by the President, although there is still much more negotiation between UBC and the government before this group moves forward.

The AMS has been involved in a variety of conversations surrounding tuition increases for the 2020-21 school year. New this year, the AMS collaborated with the Graduate Students' Society and UBCO Students' Union to provide a submission to the Board of Governors on our collective opposition to these proposed increases. The AMS has advocated to the university through this submission and meetings with its executive to amend the consultation process to provide transparency for its increases as it would impact the specific priorities in the upcoming budget. This differs slightly from the KPIs originally indicated, but was identified as a strategic direction to have the most impact in creating opposition from the Board of Governors vote.

The VPAUA office has completed most of the KPIs, with the exception of the shift in approach to tuition increase advocacy and the unforeseen limitations of the University's scheduling.

Goal 5: Community Engagement

The VPAUA has engaged in r/ubc throughout the term on a very regular basis, with everything from the Stadium Road Neighbourhood petition to answering quick questions about academic policy. This frequent presence has been met with positive reception. The VPAUA office has engaged exceeded its target of engaging with 5000 students in its petitions and campaigns, like TextbookBrokeBC, the Academic Experience Survey and the Stand With Survivors campaign. The VPAUA office had initial conversations with the AMS Indigenous committee on providing feedback on UBC's Indigenous Strategic Plan, and encourages the incoming executive to continue this partnership as the plan continues to develop in the coming year.

Unfortunately, due to the COVID-19 situation, the Longhouse Lunch scheduled at the First Nations House of Learning has been cancelled. The AMS encourages the incoming executive to select a similar March timeframe for next year's Longhouse lunch, as an opportunity to engage with Indigenous students about the upcoming job opportunities available at the AMS. The VPAUA office has also been attending a number of events within our community to engage with students, including the Green New Deal town hall, the Climate Strike and the Wet'suwet'en Walk Out. The VPAUA has prioritized meeting with students-at-large and representatives from climate justice groups in order to provide information and collaborate on our climate action advocacy, participation concerning the climate emergency declaration. As the Equity Caucus has not yet been formed and is pending the development of the AMS Equity Plan, the VPAUA hopes the incoming executive will prioritize collaboration with this group in the future.

The VPAUA has met all KPIs, except those impacted by unforeseen COVID limitations.

AMS VP External Affairs' Goals 2019-2020

Prepared by: Cristina Initchi



The past year has seen some exciting successes in student advocacy that will immediately impact students with financial need and whole campuses across BC. There has been a focus on collaborative advocacy and how we can better engage, consult, and partner with student communities to advocate with them.

Goal 1: Amplify Student Voices Nationally

In the federal sphere of advocacy, the needs of students and youth are oftentimes left unaddressed compared to other levels of government. My intention in setting this goal was to align with the important opportunity that the 2019 federal election presented.

While ElectionsCanada has not yet come out with statistics regarding youth voter turnout, we ran a highly engaged federal election campaign. Our two-month long on-campus campaign was aimed at increasing education on federal issues related to students, increasing access to voting, and running widely attended events that saw over 700 people attend throughout. On the government-facing side, in collaboration with the Undergraduates of Canadian Research-Intensive Universities (UCRU) and 40+ other student associations across the country, I co-led an initiative to write a national student letter that addressed three critical student issues for parties to commit to during their campaigns. Our asks were addressed to some extent in all of the four major parties' platforms. All KPIs were met.

I was the Chair of UCRU this year and led early formalization processes for the organization in order to set us up for more effective advocacy capacity in the future. We held a successful lobby trip to Ottawa where we met with over 70+ Members of Parliament and other key stakeholders and made our most important political staff connections to date. Our advocacy focussed on following up and building up on past advocacy (support for up-front grants, Indigenous students, international students, and increased research opportunities) and while, due to COVID-19, the federal budget has not come out yet, we are hopeful that there will be increased supports for students soon.

Looking forward, there's a lot of opportunities to continue building a powerful federal advocacy presence. This should include prioritizing the formalization of and financial investment in UCRU. We need to build up momentum for the advocacy we've been doing to increase federal up-front grants by running a campaign and identifying how to integrate our support for the BCFS' "Knock Out Interest" on federal student loans campaign. Utilizing the research we've done this year on the future of work, we should make an ask next year given that many students will be struggling to find work during and after COVID-19.

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

This year, we continued on a lot of work that resulted from our successful advocacy, particularly around expanding student financial aid and anti-sexual violence work. Since our presentation to the provincial Finance Committee and our provincial lobby trip with the British Columbia Federation of Students (BCFS) and the Simon Fraser Student Society (SFSS), the provincial government has created the BC Access Grant. This grant is only the first step in creating a robust, up-front needs-based grants system in BC, however, it is a significant accomplishment in expanding financial support for students immediately. We also advocated to the province for increased grants for graduate students and began important conversations with UBC and GSS about collaboration on this matter.

Over the summer, the government announced a \$750,000 investment into anti-sexual violence initiatives and the continuation of their on-campus awareness campaign which was another success from our advocacy last year. Since the Moving Forward Together forum to set this work in motion, we have been working with the province on the different areas they're undertaking to address campus sexualized violence. We've been working with senior staff on a campus environment survey to collect consistent data on sexual violence on campuses and creating a parallel process for student advocates to advise on sexual violence policy reviews provincially. Now that the provincial mental health hotline, Here2Talk, has come online, we are focussed on communicating with UBC to provide feedback on ensuring roll out is successful and that there is continued consultation and feedback opportunities from students to ensure that this new program is working as best as possible.

There is also a lot of work currently in progress that should be continued moving forward. This includes providing feedback on the BC Access Grant and asking for an expansion to the student loan limit and enhancing a more robust grants system. Work on anti-sexual violence projects with the province must continue into next year, especially with the momentum we've built in investing funding for anti-sexual violence work directly into post-secondary institutions and campus supports. We held a "Knowing Your Rights as an Activist" workshop in Term 2 and are passing on recommendations for how to respond to advocacy that isn't directly related to education, including through important conversations with Advocacy Committee. The provincial Student Housing Working Group is finalizing a joint document that addresses the Rent with Rights recommendations that is close to being finalized and that should be completed to be used in future advocacy. We are still in the early stages of developing a housing conditions survey and have had conversations with the City of Vancouver and UBC about potential collaboration.

Goal 3: Support a better UBC for future students

One of my goals this year was to focus some resources towards longer-term advocacy and building up capacity for future VP Externals to continue this work. Issues of navigating advocacy around climate action, properly supporting the advocacy of Indigenous students on campus, and preparing for election years need to continue being prioritized.

Relationship building and the co-creation of advocacy with the Indigenous Committee has begun but must continue to be improved upon for next year. We have begun early discussions about what future collaboration can look like, including the co-creation of goals and having Indigenous Committee attendance on lobby trips, that should be enacted. CleanBC consultation wasn't yet ready to occur with post-secondary institutions as information was still being gathered from industry, so next year this engagement will be important. We've also explored the possibility of collaboration between UCRU and national climate organizations on advocacy and those conversations should continue as the organization builds up its capacity please see Goal 1).

Regarding transit advocacy, the UPass contract has been finalized, we've built up strong relationships within Translink, and we did a lot of engagement on Translink's long-term regional transportation strategy, Translink 2050, to ensure students' needs were heard. Our #notfarenough Skytrain to UBC campaign to ask all levels of government to fund the business case has been put on pause due to COVID-19, however, I am passing along recommendations for how we can move forward with this advocacy to my successor.

My team has worked hard to move the Equity Plan forward by identifying project scope, priorities, and the process for moving forward. The request for proposal for a consultant to help create the Plan with is has been finalized and a plan to transition this to the next team to support this process is being communicated.

Lastly, last summer we hosted our annual Student Union Development Summit and although we faced some difficulties hosting the conference this year as student unions in Ontario faced budgeting pressures due to the student choice initiative, it was one of the most successful SUDS we've organized.

AMS VP Finance's Goals 2019-2020

Prepared by: Lucia Liang



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

RBC Financial Literacy

Student development is an area of focus for our team as we have been working to ensure that student financial literacy improves through our partnership with RBC on Campus. We have developed a series of financial literacy workshops that are designed to inform and help students improve their skills in budgeting, as well as with credit and tax management. These workshops have been run on a weekly-basis since September and have seen success given their relative novelty, reaching hundreds of students since their launch.

Financial Report

Under my leadership this year, the AMS finance team has changed the way AMS quarterly financial reports are communicated with students. Graphs and tables were added for more details on funds and grants. Executive goals were also linked in the appendix reiterating executive and finance-specific goals in the document. The Committee was able to get fee reviving groups of the AMS to provide their financial information as well to further boost financial transparency.

New Budgeting Process

The AMS Finance Committee created a recommendation to Council to amend its current budgeting process to a 6-month timeline that will begin from January 1 to June 30 each fiscal year. Starting from January 1 to February 28, the Finance Committee worked with department heads on receiving their zero-based budgets that will outline the minimum costs for their respective departments. During this period, the department heads will provide presentations that explain line items from their zero-based budgets to the Finance Committee. From March 1 to March 31, the Finance Committee received proposals from department heads for additional funding and approved them as they saw fit. From April 1 to April 30, the Finance Committee looked to finalize a preliminary budget and have AMS Council approve it before the end of the fiscal year. From May 1 to June 30, the newly elected AMS Executives will propose changes to the preliminary budget set out in their departments and will work to have AMS Council approve a final budget by the end of June. This new budgeting process includes more voices when creating the AMS budget and gives more time for consultation.

Goal 2: To increase efficiency in financial transfers

Secure Online Transfer

The AMS Finance team has been working closely with RBC to develop a Secure Online Money Transfer System which we launched in Q2 of the 2019-2020 Fiscal Year. Following several months of beta testing and extensive liaisons with our service providers at RBC, we have developed a system of online e-transfers that can be widely used among AMS's internal organizations as well as clubs, constituencies, and other subsidiaries. This system is an enhancement of the current cash reimbursement forms and processes. This system increases efficiency, transparency, and financial security for staff as well as payees. The effectiveness of this system has been made apparent during the COVID-19 outbreak.

New Credit Card System

I investigated the expansion for more clubs affiliated with the AMS to have a dedicated RBC Commercial Credit Card. As of right now, only large clubs with over \$30K in assets are eligible. This push towards having commercial credit cards will allow clubs to charge expenses (i.e. venue bookings, flights etc.) to their dedicated credit card. This will eliminate the need for clubs to incur out-of-pocket expenses that must be reimbursed by the AMS finance staff. Club treasurers will be able to monitor and track club expenditures more efficiently and will forgo the need to file reimbursement forms and come into the AMS Main Office.

Third Party Financial Management System

My team has been in negotiation with several parties to roll out a financial management system in the AMS. The program we will be moving towards is a third party financial management system, which is cloud-based. The system will allow expenses and reimbursements to be submitted and approved from anywhere.

This shift will reduce paperwork and allow the AMS finance staff to see spending more clearly without dealing with a paper-trail. This will, in turn, ensure treasurers receive any relevant financial support more efficiently.

New Accounting Software

I am currently planning to veer towards the use of an automated accounting program. Currently, the accounting department of the AMS faces several issues when managing purchases and expenditures on behalf of clubs. Each club has its own format of budgeting and book-keeping,

which leads to inconsistencies and mistakes.

This deviation from the traditional accounting and reporting method towards the upcoming Accounting System will streamline all AMS accounting and reduce human error and time wastage. The Accounting System will consolidate orders, invoices, and events, which provides comprehensive monitoring and compliance for the AMS Accounting Department.

Goal 3: To boost affordability for students

Health and Dental

The Alma Mater Society (AMS) and Graduate Student Society (GSS) are currently partnered with Studentcare to provide Health & Dental Plan Administration for University of British Columbia (UBC) students. The benefit program has been underwritten by Pacific Blue Cross (PBC) since 2011. HUBITRG has worked with the AMS & GSS since 2010 and has been engaged as the plan consultant since 2011. As such, there has not been an RFP done to our current Health & Dental Plan Administration in the past 10 years.

The purpose of the market review is to review the Student Plan Administration as the current contract with Studentcare is expiring in August 2020. I want to ensure that this service is both innovative and provides good value for money, so that students are benefited as much as possible with regards to healthcare.

Plan specifications were sent to Studentcare and Gallivan Student Health and Wellness. Our review of the proposals included the following elements:

- Financial review of expenses
- Plan administration services and technology; insurer capabilities

As chair of the Health and Dental Committee, I made a recommendation to raise the cap of what we considered as a person in good financial health. As a result of doing so, the committee was able to give out more subsidies. Moreover, during the second term we allowed students who were enrolled in term 1 to apply for the Premium Assistance Fund. Additionally, to ensure students are aware of this service, enrolment services sent out an email to all applicable students (Term I and II).

Ticketing Service

The existing contract will be expiring this upcoming summer and the future of AMS ticketing will be under review.

Leading up to the expiration, my team has done an industry scan of market administrative costs, feedback, and credit card information security costs that are reflected in the form of a high service fee. Furthermore, my team has reviewed the contract and discovered areas with a lot of details that were not ironed out, and have been preparing for the revision.

My team is striving towards creating a ticketing system for the AMS that allows the allocation of funds to be seamless.

COVID-19 Support

The existing contract will be expiring this upcoming summer and the future of AMS ticketing will be under review. My team and I are currently looking for ways to support students during the current pandemic and have located potentially two hundred and eighty thousand dollars to support students. More details will come after the publication of this document.

Goal 4: To prioritize sustainable investments

Sustainability Project Fund

Sustainability remains one of the Finance Portfolio's top priorities in this Fiscal Year. This year, the AMS was able to give out more SPF funds in an effort to support sustainability initiatives on campus. In line with these efforts, we have updated the SPF website, featuring information and photos regarding select projects in order to enhance transparency. Our team continues to be in contact with sustainability-related groups on campus to better understand how we can support their work (e.g. through SPF funding, creating MOUs etc.). Furthermore, through this subcommittee, we have updated SPF policies to improve accountability and the efficient use of funds.

Sustainable Investments

This year, the Managing Director of the AMS and I have worked closely with our Investment Portfolio Managers to ensure that not only are we investing fossil free, but also prioritizing companies that have made sustainable initiatives themselves. Regarding investment

information, our team is making our best efforts to include investment-related information in our quarterly financial reports in order to increase transparency.

Sustainable Cutlery

This year our team have also allocated around seventy thousand in sustainable cutlery. We switched all of our cutlery to bamboo and all plastic straws to paper. This investment has increased our Food and Beverage Department's cost by seventy thousand every year to ensure the long term commitment.

Goal 5: To support a student development program

Introduction of a Mentorship Program

The Financial Analyst volunteer program is a program that I was happy to establish in the AMS. The finance team has three new financial analysts to help with research based projects. The philosophy behind this program is to have a lower barrier to entry into the AMS office and to give more students a chance to see how the finances of their society operates. Having students who have knowledge of AMS finances also creates a pool of skilled candidates to draw from for future finance team positions and also builds interest in the position of VP Finance.

WUSC

I continued to support the WUSC/SRP program this year. The program has seen an increase in the number of students from 8 to 9 sponsored refugees as well as the highest number of girls (4) ever in any sponsored cohort (typically there are 1 or 2 girls out of 8 sponsored students). Student allowances for 1st to 5th year undergrads as well as graduate students included personal, housing, and grocery allowances that amounted to 33.9% (\$ 74,826) of the allocated amount. Tutoring services for various students who took summer classes were available to them, which constituted 29.3% (\$ 5,860) of the total budgeted amount. Sponsorship obligations to the sponsored students included payment of IRCC travel loans and welcome packages (laptops, printers and household items) constituted 28% (\$ 34,312.74) of the allocated amount.

AMS VP Administration's Goals 2019-2020

Prepared by: Cole Evans



AMS Student Services Manager's Goals 2019-2020

Prepared by: Ian Stone



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

The AMS Services review held every 3 years gives us the opportunity to see how programming of the 7 AMS Services can be guided by data to inform whether AMS Services are fulfilling our mandate. This review report has been finalized by reviewing and analyzing data related to how many points of contact we have, the types of services we provide (ie. support, advocacy, information, etc.), and data gathered from over 2000 students within the AMS Nest Experience Survey. The findings from the report, in addition to the recommendations from it, will be used to inform, both from an operational stand-point for the short term, in addition to broader longer-term recommendations to guide the direction of the Services for the coming years. In addition to the operational changes, one of the most exciting recommendations is around the consolidation of Vice and Speakeasy within a single umbrella to be renamed AMS Peer Support, which has great potential to provide an essential Service to more clients.

In addition to this Review, Services has done further work throughout the year to collect data during or after our interactions with our clients, and with the knowledge from what has been effective and what has not, we now have the information to make changes that will ensure AMS Services collect accurate data in the long term. As three examples from this year:

- Until recently, five of our seven Services were utilizing Olivewood Data Analytics (the other two, Safewalk and Advocacy, use specialized software that is more efficient for their specific activities), where we were able to collect usage info, demographic info, and Service-specific info such as what types of issues that volunteers and staff helped with (ex. Topics that Speakeasy volunteers assisted clients with).
- With our new partnership with Nimbus, our provider of software for AMS Tutoring's private sessions, we are now able to collect data about what courses are most popular, as well as reviews of our Tutors - better data about the 120+ staff and volunteers that are employed by the Services is just as essential as who uses our Services.
- Vice, after its Naloxone training event recently, sent out a post-event email asking for feedback; with an approximate 25% response rate, this feedback will be used to improve our future events.

Lastly, through our major AMS surveys, such as the Nest Experience Survey, we have gained very valuable feedback about how students feel about current activities, and what can be done in the future. From all of this data, we have gathered incredibly useful feedback and information that I aim to use next year to improve our Services, including creating a new housing-focused Service and continuing to focus on how we promote our Services to students.

Goal 2: Collaboration to build and strengthen our communities

Overall, AMS Services has seen the development of new relationships with community partners, the strengthening of some of our existing relationships.

For Services such as Safewalk, Food Bank, Tutoring, and e-Hub, we have worked with our partners at the university and in the community to ensure stable funding for the future, and in some cases, utilize networks to increase funding; a prime example lies in the case of the Food Bank: with exceptional work being put in by the Food Bank Coordinator, we have surpassed \$50,000 in donations for the first time this year, which will significantly help with our increased usage we have been seeing year after year. For Tutoring, e-Hub, and Safewalk, the tens of thousands of dollars we have secured through continued positive relationships will ensure that we can continue to operate. Lastly, Vice's activities have attracted the attention of external donors who wish to assist Vice's operations through monetary contributions, which we will continue to follow up with over the coming year.

For promotion and increasing Service usage, each of our Service Coordinators have focused on dedicating time towards community outreach and grow awareness amongst the membership about AMS Services. As two great examples:

- Speakeasy had (before the shutdown) implemented a second location in the Engineering Student Centre to promote usage; as engineers made up a lower percentage of Speakeasy clients, this was one simple initiative that we took to engage a “new” community;
- e-Hub Volunteers and staff had helped organizers facilitate hackathons and a social entrepreneurship event (Engage for Change). As well, e-Hub had arranged for winners of other entrepreneurship-focused competitions to have automatic entry into our keystone event, RBC Get Seeded.

Because of outreach efforts such as these, we have seen an uptick in the usage of all of our Services, and I aim to continue to promote the value of working with others in the community, for the benefit of the Services, our clients, and community partners. As this is an ongoing concern, this transitioning period will focus on those relationships to ensure that all of the great work done this year will not go to waste.

Lastly for this goal, in terms of building community within the Services and the AMS as a whole, preliminary work has been done on a Services-wide team training, with topics for training being compiled and best practices being noted from sub-groups that do a great job with team building (such as Speakeasy and AMS Events). Further collaboration between AMS units has been

initiated, with plans being finalized for AMS Services to be further present at Block Party, and new events being co-hosted between Vice and AMS Events, but postponed due to COVID-19.

Goal 3: Lowering barriers to Service access

As previously elaborated on past Executive Goals Updates, our overall approach in going to where students are, and not where we want them to be, has been done through attending more community events, setting up additional locations, and so on.

With the introduction of COVID-19 and its disruption of our in-person Services, we have been pushed to implement online Services on a quicker timeline than anticipated, which we had planned to implement as part of a broader strategy of providing our Services in different ways that are more accessible for clients. As an example, Speakeasy and Tutoring are now providing their respective support and information services online. From this, we are excited to take our learnings from these experiences and pass them onto the next Services Team for implementation, in addition to our usual in-person methods.

However, there is still significant work to be done in making AMS Services more accessible overall. In the final few weeks of my first term, I will be closely working with the Service Coordinators to hire a diverse group of Coordinators, volunteers, and staff, and ensuring that recommendations around accessibility are included in all transition reports.

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

Over the past year, individual Services have been quite successful in starting to revamp our graphics and promotional initiatives. The Speakeasy and Vice Instagram accounts have shown to be very successful in promoting our programming by appealing to students in a way that is interesting and relatable to them, and the fundamental messaging used is reproducible for the coming years and for other Services. In addition to these social media channels, physical materials such as posters and signage on campus-wide TV networks have driven some traffic to our Services and increased awareness - next year, we will continue to use this winning formula to inform students of our Services and improve attitudes about the AMS generally.

With the Communications team, we have worked on some great stories for our Services, such as how the Food Bank is staying open during the current COVID-19 crisis, and a story about the experience of a Speakeasy volunteer - these more personal stories have shown to be useful for informing students of what we tangibly do. In addition, Comms has been very helpful in the redesign of a few of our logos, as well as the creation of a new logo for the AMS Peer Support Service - when our Services such as Speakeasy and Vice end for the year, new banners, promotional material, and so on will be physically in anticipation for September 2020.

Lastly, we also aim to hire a dedicated Promotion and Marketing part-time staff for the Services at some point in the upcoming year to ensure that more resources can be dedicated to promoting the Services in a standardized manner, spearhead the creating of stock photography and videos of how our Services work, and executing our plans for capturing videos and videos for our key events like RBC Get Seeded.



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