Strategic Plan Process

Summary Update to the AMS Council

2022-02-11

Background

The Alma Mater Society seeks to develop a strategic plan that will support and guide decision making in the society behind a unified vision. A unified and harmonized strategy across the organization will further excellence in service to students and every aspect of the AMS mission.

The AMS board of directors approved the development of the plan, proposed by the President, in October of 2021, with the objective of having a ratified document before the end of the current leadership cycle in April of 2022.

Key Objectives

- Revise the AMS mission statements and values to reflect the current reality of the Society and the expectations of its members.
- Create a vision statement that provides a long term inspiring ideal to the student body and the AMS staff.
- Create a strategic plan that serves to align the entire AMS behind a unified direction.

Process & Progress

The process is led by the office of the AMS President, with the support of the Managing Director, a retained consultant and a working group composed of members of Council.

To achieve the desired objectives within the specified timeline a parallel approach was taken with two tracks:

- Mission statement and values review, and vision statement creation.
- Strategic plan development.

Both processes are designed to leverage internal knowledge in the organization, including historic information, and the expectations of the general membership, i.e. all UBC-V students, through in-built consultation.
AMS Council at large provided its expectations for the outcomes of the strategic planning process through 2 council sessions, in addition to a survey, which was later discussed at a pre-council workshop.

The strategic planning process was shared and well reviewed by the AMS advisory board.

Both tracks are currently on schedule.

**Mission + Vision + Values Process**

<table>
<thead>
<tr>
<th>Step #</th>
<th>Description</th>
<th>Key Deliverable(s)</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Internal Consultation: Open workshop, individual interviews, steering committee, executive committee.</td>
<td>Views on mission and values. Expectations for a vision statement.</td>
<td>Nov-21 - Dec-21</td>
</tr>
<tr>
<td>3</td>
<td>Approval for Consultation by the Executive Committee</td>
<td>Approval for open consultation</td>
<td>Feb-22</td>
</tr>
<tr>
<td>4</td>
<td>External Consultation with the student body.</td>
<td>Input for refining the statements and values. Level of agreement with the drafts.</td>
<td>Mar-22</td>
</tr>
<tr>
<td>6</td>
<td>Approval by Executive Committee</td>
<td>Approval</td>
<td>Mar-22</td>
</tr>
<tr>
<td>7</td>
<td>Approval by AMS Council</td>
<td>Approval</td>
<td>Apr-22</td>
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## Strategic Plan Process

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<th>Key Deliverable(s)</th>
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<tr>
<td>1</td>
<td>Review of historical documents on strategic planning. Understanding previous successful and unsuccessful attempts at creating and implementing a strategic plan at the AMS.</td>
<td>Historical summary to inform planning.</td>
<td>Sep-21 - Oct-21</td>
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<tr>
<td>2</td>
<td>Identification and classification of AMS processes to implement a process oriented approach.</td>
<td>Process list.</td>
<td>Nov-21</td>
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<tr>
<td>3</td>
<td>Internal fact finding and consultation to develop a bottom up understanding of areas of systemic concern. Gathering of diverse proposals for improvement and views on the organization. These views were documented and may inform the strategic plan or passed along to management to inform future operational level planning, including strategic plan implementation.</td>
<td>Long list of areas to tackle.</td>
<td>Dec-21-Jan-22</td>
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<tr>
<td>4</td>
<td>Development of a plan structure and approval by the President and Managing director. Development of a draft set of themes.</td>
<td>Plan Structure Draft Themes</td>
<td>Jan-22 - Feb-22</td>
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<tr>
<td></td>
<td>Approval of Themes for Consultation by the Executive Committee</td>
<td>Approval for open consultation</td>
<td>Feb-22</td>
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<tr>
<td>6</td>
<td>External Consultation with the student body via survey and open booth.</td>
<td>Input on agreement with themes and potential development of new ones.</td>
<td>Mar-22</td>
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<td>7</td>
<td>Final set of themes and development of priorities and goals.</td>
<td>Draft plan</td>
<td>Mar-22</td>
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<tr>
<td>8</td>
<td>External &amp; Internal Consultation (simultaneous due to time constraint)</td>
<td>Agreement with the plan.</td>
<td>Mar-22 - Apr-22</td>
</tr>
<tr>
<td>9</td>
<td>Final refinement</td>
<td>Final Draft</td>
<td>Apr-22</td>
</tr>
<tr>
<td>10</td>
<td>Plan Approval</td>
<td>Approved Plan</td>
<td>Apr-22</td>
</tr>
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**Mission, Vision and Values Drafts**

The following are the drafts that have been internally consulted and approved for external consultation.

**Mission**

“The Alma Mater SocietyAMS will promote high quality affordable education, the wellbeing of its members, and a fulfilling student experience.

The Society will advocate for student interests and rights to the University of British Columbia, government and other relevant organizations.
The Society will provide in-demand, student-centric, universally accessible services, and diverse opportunities to become exceptional global citizens and leaders.”

**Vision**

“A transformative university experience where every student is included, supported, and provided with the resources for our community to flourish.”

**Values**

1. Consistent, proactive commitments to strengthening present and future relationships with Indigenous and historically, persistently, and systemically marginalized communities, and to meaningful action in the pursuit of justice, equity, diversity, and inclusion.

2. Actively uphold the right of self determination of Indigenous peoples, and embody a consent-based relationship for policy and advocacy development.

3. A consensus based and accountable representation of the Society’s members.

4. Transparency, due diligence and accessible communication of decision making.

5. Mutual respect and support, and organization-wide collaboration to achieve the society’s mission.

6. Open channels of communication and organization-wide collaboration within the AMS, as well as between students and AMS office holders, leadership, and staff, to maintain a close connection with the Society’s stakeholders.

7. A commitment to a holistically sustainable mindset, and a reduction of our impact on the environment beyond carbon neutrality.

8. A safe, growing, and inclusive community that engages with the world around it.

9. A student-centric, service-based approach in all activities, that places student needs and choices at the centre of our work.

**Strategic Plan Structure**

The plan will be divided in Themes, each of which will address a cohesive and interrelated set of high level objectives.

Each theme will include:

- **Vision**: A high level long term vision of what the theme aims to achieve.
Summary: A lay summary of the priorities, in language accessible to all students.
Student deliverable: An explanation of how the theme impacts students.
Processes involved: A list of the AMS processes involved in the theme.
Priorities & Goals.
Key performance indicators.

Draft Themes

The first set of draft themes is still being refined through internal consultation and will be presented to the Strategic Planning working group within the next 2 weeks. The current list of themes is:

1. Student Service & Engagement
2. Employee Experience & Development
3. Facilities & Infrastructure Management
4. Sustainable Student Oriented Businesses
5. Advocacy & Stakeholder Relationships
6. Environment, Social & Governance

The final list of themes may include new concepts that arise from the external consultation with all students.