

June 2023

Executive Goals

Office of the Vice President Academic & University Affairs

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Goal 1

Affordability

Main Strategic Priority: Delivering Results

"We envision that for the AMS, advocacy does not mean trying—it means being successful in those calls to action, no matter how ambitious they are."

This year the VP AUA office is focused on ensuring that affordability is at the centre of AMS advocacy. With an overwhelming number of students experiencing financial difficulties, it is the responsibility of those in power to offer adequate and efficient initiatives to address this issue. We will partner with UBC administration to deliver student-driven results.

Action Item A

Establish Affordable Housing Endowment

Secure a commitment for the **establishment and implementation** of an **Affordable Housing Endowment** with the explicit purpose of dedicating funding from the endowment towards the construction of **low-cost and high-density housing** through the Campus Vision 2050 process.

Action Item B

Expand Housing Grant Programs

Secure a commitment to **expand housing grant programs** like the UBC Vancouver Student Housing Supplement to make it available as **more than one-time funding** by working with UBC Student Housing & Community Services.

Action Item C

Create Housing Bursary

Explore the feasibility of establishing a needs-based **housing bursary** that provides **month-to-month financial assistance** by working with UBC Student Housing & Community Services and Enrollment Services.

Action Item D

Secure Long-Term Funding for the AMS Food Bank

Secure an **MOU** with the UBC President's office to establish **long-term and sustainable funding** for the **AMS Food Bank**.

Action Item E

Improve UBC MealShare Program

Ensure there are **systemic improvements** made to the **UBC MealShare program** and **alternative funding models** for the program are explored.

Action Item F

Advocacy to UBC Board of Governors for Opposing Tuition

Meet individually with various Governors to **provide the case** on why increased tuition **costs are harmful**.

Action Item G

Collaborate with Constituencies to Oppose Tuition

Collaborate with Constituency VP Academics to ensure that there is a **unified message** being translated to Faculty leaders about the **consequences of how harmful** tuition increases can be.

Action Item H

Ensure Student Affordability Task Force Recommendations are Implemented

Ensure that the **recommendations of the Student Affordability Task Force** are being implemented in a **timely manner** with student perspectives and priorities at the forefront of implementation discussions.

Action Item I

Collaborative Advocacy for Alternative Revenue Streams to Tuition

Collaborate with the UBC Vice-President External, AMS VP External, and other BC Student Unions to **launch advocacy campaigns** to the provincial government on **increasing the amount of funding** provided through operating grants as a means to provide **alternative revenue streams** to tuition increases.

- A. Establish collaboration to lobby the provincial government on **removing the moratorium on external borrowing** so that the University can borrow externally at lower interest rates and have more capital that can be allocated to priorities such as **more affordable housing**.

Goal 2

Open-Education Resources (OERs) and Hybrid Education

Main Strategic Priority: Collaborative Leadership

“One of the core strategies to accomplish our mission to enhance the lives of UBC students will be to take a collaborative approach for leadership.”

With the growing changes and new challenges that present themselves every year, it has become essential for UBC to foster innovation and modernity. Adoption of hybrid educational resources will allow students to have more opportunities to learn in ways that best suit them. Thus, at the AUA office we seek to propel as well as facilitate improvements alongside UBC that will empower students to flourish.

Action Item A

Incorporate Lecture Capture Technology within Teaching Spaces

Ensure that UBC **commits the financial resources** to equip the remaining teaching spaces on campus with **lecture capture technology** and UBC IT has the necessary resources to implement this process through the **annual UBC Budget Consultation process** and working with the Learning Technology Leadership Team.

- A. Work with UBC IT to provide **synchronous and asynchronous training resources** to Faculties on how to use various lecture capture technologies.
- B. Collaborate with the Provost's Office to engage in a **campaign focused on shifting the culture** among Faculty around lecture capture technology and hybrid learning.

Action Item B

Partner with UBC for Textbook Broke Campaign

Secure a partnership with UBC to **expand the Textbook Broke program** by increasing the number of students who receive **textbook subsidies** and exploring the feasibility of a **textbook discount program** in the UBC Bookstore.

Action Item C

Improve OER Champion Campaign with UBC

Transform current OER Champion campaigns by partnering with the University to establish and expand **permanent grant programs** that reward professors financially in their research endeavors and through **teaching excellence awards** that may potentially count towards promotion and tenure for their usage of OERs in classrooms.

Action Item D

Work with Constituencies to Promote OER Use

Collaborate with constituency VP Academics to **promote the value of OERs** at a Faculty level through the **OER Champions campaign** and work with them to also solicit nominations for the respective awards.

Action Item E

Improve OER Awareness through UBC Collaboration

Work with Open UBC, the Provost's Office, and the UBC Library to **promote broad awareness** of the presence and **need for OERs** and other affordable education materials through the OER Champions campaign and by **leveraging AMS/UBC communication tools**.

Action Item F

Present UBC OER Impact Award

Secure the ability to **present the cross-campus** (UBC Vancouver and UBC Okanagan) **OER Impact Award** at the AMS OER Champions Night.

Goal 3

Mental Health Support and Harm Reduction

Main Strategic Priority: Cultivating a Sense of Belonging

"We will work to provide mental health and wellbeing support, whether through our own plans or through robust advocacy"

Despite the many strides made within the University to address the Mental Health crisis, there is still much more progress to be made. At the AMS we believe that expanding accessibility to resources and information are crucial for students' wellbeing. The AUA office will undertake and create several initiatives to aid students in creating a place that feels safe and secure.

Action Item A

Secure Subsidy for the AMS/GSS Health and Dental Plan

Work with the Office of the Vice-President Students to **secure a funding partnership** that **subsidizes part or all** of the **psychology coverage** under the AMS/GSS Health and Dental Plan.

Action Item B

Counselling Services Review

Ensure that the Vice-President Students Office commits to a **comprehensive review** of the **counseling services** provided by the University with the intention of developing **concrete strategies** to rectify issues like **long wait times, and the inaccessibility of services.**

Action Item C

Expand Naloxone Training Events

Collaborate with the Student Health portfolio to **develop more comprehensive** and expansive **Naloxone training events.**

- A. Collaborate with Student Health, constituencies, and other Faculty actors on campaigns that focus on identifying what **support opportunities** exist for students as well as being proactive in **mental health care.**

- B. Secure more Fentanyl and other **drug testing material distribution sites** on campus that are **accessible and well-promoted** by both UBC and the AMS.

Action Item D

Black Caucus' Mental Wellbeing Project

Work with the Equity and Inclusion Office to develop **adequate funding models** for the **Black Caucus' Mental Wellbeing Project**.

Action Item E

Create Mental Health Literacy Training

Secure **mental health literacy training** resources and modules for Faculty and Staff across disciplines by collaborating with the Provost's Office, Faculties, and Constituencies.

Action Item F

Create Consistent Spectrometer Testing

Work with student groups on campus and the Hein Lab to provide opportunities for **consistent spectrometer testing** on campus especially before potentially high usage periods like major parties or social events.

Action Item G

Provide Access to Harm Reduction Kits & Workshops

Collaborate with UBC Wellbeing, UBC Student Health, AMS Peer Support, and the SASC to provide greater opportunities to access **physical and sexual harm-reduction kits and workshops**.

Action Item H

Increase Accessibility Within the Centre for Accessibility

Work in the **UBC Budget consultation process** and with the Provost's Office to **increase** the number of **accessibility advisors** to match the ratio of other universities.

- A. Work with the CFA to identify and **reduce barriers** to accessing accommodations and concessions.

- B. Ensure that the CFA receives **adequate funding to expand operations** to meet the demand from all Faculties.
- C. Collaborate with constituencies to **coordinate a list of improvement recommendations** that can be put forward when considering changes to CFA processes.

Action Item I

Centralize Harm Reduction Efforts

Provide a **centralized space** for student leaders on campus working on **harm reduction initiatives** to share best practices, collaborate, and advise the AMS on the best paths forward.

Goal 4 Career and Research Development

Main Strategic Priority: Collaborative Leadership

"One of the core strategies to accomplish our mission to enhance the lives of UBC students will be to take a collaborative approach for leadership."

From the moment they step foot on campus to the moment they leave, students should be gaining skills, proficiency, and knowledge that will equip them for their subsequent careers. Consequently it is vital that the services provided by UBC are supportive and valuable. This year, the AUA office will dive deep into UBC Career Services and UBC research outlets to improve its fundamentals and create wider accessibility.

Action Item A

Hire more Research Support Specialists

Work with the Vice-President Research and Innovation (VPRI) to hire a **greater number of research support specialists** to meet the demand for identifying and being connected to research opportunities among graduate and undergraduate students.

Action Item B

Launch Collaborative Research Grants

Collaborate with the VPRI to launch **collaborative research grants** with the AMS given to professors contingent on the onboarding of **undergraduate students on specific projects**.

- A. Provide similar **collaborative grants** to students who wish to pursue their own research.

Action Item C

UBC Career Centre Review

Work with the UBC Career Centre to conduct a **comprehensive review of programs** to improve the **accessibility of services** and secure commitment from the VPS to **expand staff capacity** to support growth in the unit.

Action Item D

Establish Research Mentorship Programs

Collaborate with the Office of the VPRI and student groups on campus like the URO to establish more **formalized research mentorship programs** between undergrad and graduate students that teach undergrad students **vital skills in research processes**.

Action Item E

Secure Further Investment into the Teaching and Learning Enhancement Fund

Secure larger investments into and project criteria **expansions of the Teaching and Learning Enhancement Fund** to further resource innovative approaches to education.

Goal 5

International Student Support

Main Strategic Priority: Delivering Results

"We will always prioritize issues that are at the heart of our members' needs and we will strive to be data-driven, tangible, mandate-focussed and concrete in our advocacy campaigns and initiatives"

At the AMS, we strive to support each and every student, regardless of where they've come from. Within the context of rising tuition, the increasing cost of living, and fewer financial support for international students, the AUA office is dedicated to ensuring that all students, including international students, feel that they have all the necessary tools to succeed at UBC.

Action Item A

Establish Career-Based Funding

Secure the partial or full reallocation of automatically adjudicated awards towards experiential awards like the Work Learn wage subsidy program to provide **long-term career-based funding** to international students.

- A. Ensure there is a **long-term strategy** engrained within the **Student Affordability Task Force** implementation plans for international student support.

Action Item B

Increase Financial Aid Allocation

Work with the Board of Governors and the Vice President Finance and Operations to increase the Tuition Allocation Model distributions towards international student initiatives from 7.5% of international student tuition to 8% in order to **increase the amount of financial aid** received by international students.

Action Item C

Improve Visibility of Awards and Resources

Work with UBC Student Services to compile and distribute **a complete and fulsome list/catalog of awards** available to new and continuing international students.



- A. Collaborate to produce more effective and widely available financial literacy resources including workshops and print resources.

Action Item D

Attract Specific International Student Award Donations

Collaborate with the UBC President's Office, Development and Alumni Engagement, and the VPFO to launch or leverage current **fundraising campaigns** that **prioritize obtaining monies for international student awards** by tapping into the underutilized network of international student alumni.

Goal 6 Equity, Diversity & Inclusion

Main Strategic Priority: Cultivating a Sense of Belonging

“We will be intentional to create welcoming spaces that enrich the community, catering to different needs and preferences of our membership”

This year, the AUA office is putting the student voice at the forefront of our advocacy to ensure that every student feels represented and heard by their student union. Our advocacy efforts will be molded by listening and acting on the concerns of all areas and demographics of our membership.

Action Item A

Create a Black Student Space

Secure the commitment of a **Black Student Space** on campus for Black Students through Campus Vision 2050 or other processes.

Action Item B

Expand Financial Support for Black and Indigenous Students

Engage with the UBC President's Office and Development and Alumni Engagement to **fundraise** as a means of **expanding the number of financial aid programs** for continuing Black and Indigenous students.

Action Item C

Increase Student Representation on University EDI Initiatives

Secure a student seat on the **Indigenous Strategic Plan Implementation Committee**.

Action Item D

Enhance Accessibility of Resources

Work with the University to **create a repository of the financial and academic resources** available to Indigenous students that will be circulated frequently and **widely promoted** among the population.

Action Item E

Advocate for Equitable Investments

Secure a University commitment to ESG principles in order to develop a framework for **responsible and equitable investment**.

Action Item F

Strengthen Relationships with Student Groups

Host **listening and advisory sessions** with student advocacy and equity groups on campus as needed and in collaboration with the **AMS Equity Circle**.

Goal 7

Campus Vision 2050

Main Strategic Priority: Delivering Results

“We play a strong role in shaping the decisions of the University, including having a seat at nearly all the tables making decisions that impact our membership”

Campus Vision 2050 is the University’s 30 year plan for the Vancouver campus and being involved in its development gives the AMS the opportunity to create a campus that prioritizes the needs of its students. Thus, we are committed to pushing the university to deliver a plan that, at its core, serves students.

Action Item A

Ensure the Continued Development of Academic Futures

Secure space for a **permanent position** or job description addition with the objective of **continuing the Academic Futures process** in the Provost’s Office.

Action Item B

Encourage Student Engagement

Utilise AMS Social Media Channels and other communication methods to widely **promote public consultation opportunities** in relation to Campus Vision 2050.

Action Item C

Advocate for More Student Housing

Secure a commitment to **expand the number of student housing beds** being developed to a target that more accurately reflects UBC growth rates **beyond the proposed 3,300 beds.**

Action Item D

Limit Rent Increases

Work with the Board of Governors to decrease mortgage rates by allowing the University to borrow 50-year money at 4.5% interest rather than the current 30-year money at 6% interest in order to **prevent the pressure for housing shortfalls to be covered by rent.**

- A. Work with the UBC VP External, AMS VP External, and Student Housing and Community Services to **secure a large portion of the BC's government's new 10-year 1.1 billion dollar budget commitment** towards building student housing in high-demand regions.

Action Item E

Improve Campus Accessibility for Commuter Students

Secure a commitment in the Campus Vision 2050 process to build **two Skytrain lines to UBC** and other expansions to current transit routes.

Action Item F

Develop Innovative Learning Spaces

In the Academic Futures process, ensure there are **experiments** that are focused on innovations to learning spaces that are **more conducive to improved academic performance.**

Action Item G

Increase Affordable and Accessible Amenities

Secure commitments towards **low-cost and affordable amenities for students** to access like grocery stores, gyms, and personal care services in communities that are being upgraded and developed.

Goal 8

Academic Advancement

Main Strategic Priority: Cultivating a Sense of Belonging

“The core purpose for every student at UBC is an academic mission of their own, and we are committed to serving as one of the go-to supports and resources to enhance the academic experience of every member.”

For students, academics is at the heart of the UBC experience. At the AMS, we believe that every effort should be made to set students up for success by meeting them where they are. Through successful collaboration with various levels of UBC governance, the AUA office is prepared to create an academic environment that is both fulfilling and easy to navigate.

Action Item A

Review the Centre For Accessibility

Work with the VPS and other stakeholders such as Undergraduate Societies to conduct a comprehensive **review of the Centre For Accessibility** to **identify major gaps** in its delivery of services and work collectively to rectify those issues.

Action Item B

Increase Literacy of University Policies

Develop **plain language explanations** of various academic policies that will be available on the AMS website.

Action Item C

Improve Exam Schedule Conditions

Conduct a review of **Senate Policy V-102 on Exam Hardships and Clashes** to be more **flexible and compassionate** in its evaluation and definition of hardships beyond the current regulations that stipulate hardships are only granted if a student has 3 exams within 24 hours.

Action Item D

Review Examination Periods

Conduct a review of **Senate Policy V-103 on Use of the Formal Examination Periods** to clarify how “major formal examinations” are defined, whether formal examinations are required of course instructors in certain programs, and work to **broaden implementation mechanisms** across Faculties.

Action Item E

Simplify the Degree Planning Process

Work with the **Associate Deans table** to encourage or mandate the **inclusion of past syllabi** in courses on the SSC during course registration.

Action Item F

Prioritize Student Support throughout the IRP Transition Process

Support the transition to **IRP Student (Workday Student)** by collaborating with the University to **design training material for students** and ensure that other priority areas that further the academic experience of students are not neglected in the transition process.

Appendix A

Campaign Platform Quotes and Related Goals

See: [Campaign Website](#)

| Quote | Related Goal |
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| <p>ADVOCATE that the university pursue both short-term and long-term strategies to buy and use more land around UBC to construct better student housing, with appropriate consultation with Indigenous groups and other stakeholders.</p> <p>PUSH the university to commit a greater percentage of the endowment to the construction of below-market affordable student housing.</p> | <p>Goal 1A</p> |
| <p>CREATE and expand housing grant programs that provide month-to-month financial assistance to students</p> | <p>Goal 1B & 1C</p> |
| <p>EXPAND food subsidy programs like UBC Meal Share through large university financial commitments to provide sustainable and ongoing funding</p> | <p>Goal 1E</p> |
| <p>ENSURE greater amounts of the UBC budget are allocated towards student-driven food security initiatives like Sprouts and the AMS Food Bank</p> | <p>Goal 1D</p> |
| <p>OPPOSE tuition increases through various strategies</p> | <p>Goal 1F, 1G, & 1I</p> |
| <p>ENSURE UBC commits further financial resources to make sure all campus classrooms and teaching spaces are outfitted with lecture capture technology</p> <p>ADVOCATE for the training of all professors in how to operate this technology</p> <p>COMMIT that the UBC IT department has the staff and resources necessary to ensure this outfitting and training happens promptly and swiftly</p> | <p>Goal 2A</p> |

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| <p>CREATE a university subsidy program through which students are refunded on textbook costs incurred</p> <p>DEVELOP a university-sanctioned grant program that covers all or partial upfront textbook costs</p> | <p>Goal 2B</p> |
| <p>ADVOCATE for the creation of a university-funded permanent grant program that rewards professors for providing and using open education resources in their teaching</p> | <p>Goal 2C</p> |
| <p>DEVELOP a funding partnership with UBC to ensure they are able to subsidise the psychology coverage under the AMS/GSS Health and Dental Plan because the burden of paying for student mental health should fall on the institution NOT on students</p> | <p>Goal 3A</p> |
| <p>ENSURE UBC commits to reviewing/addressing the various issues with UBC Counselling services such as extremely long wait times</p> <p>CREATE University sanctioned and funded workshops related to Naloxone training and the destigmatization of mental health</p> | <p>Goal 3B</p> |
| <p>ESTABLISH an increased number of Fentanyl and other drug testing material distribution sites</p> | <p>Goal 3C</p> |
| <p>ENSURE there is adequate University funding delivered to Black Caucus Mental Wellbeing Project</p> | <p>Goal 3D</p> |
| <p>IMPLEMENT Mental Health Literacy training for Faculty and Staff across disciplines</p> | <p>Goal 3E</p> |
| <p>COLLABORATE with student groups on campus and the Hein lab to provide consistent spectrometer testing on campus</p> | <p>Goal 3F</p> |
| <p>WORK with UBC Wellbeing and AMS Peer Support to provide physical and sexual harm-reduction kits and workshops</p> | <p>Goal 3G</p> |

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| <p>INCREASE the number of accessibility advisors to match the ratio that other universities in Canada have while also having fewer barriers to accessing accommodations and concessions through the CFA or advising offices</p> | <p>Goal 3H</p> |
| <p>HIRE research support specialists who would work to organise research opportunities for undergraduate and graduate students, distributing these opportunities across campus by working with the AMS and organising research forums</p> | <p>Goal 4A</p> |
| <p>ESTABLISH research bursaries that support professors in their projects if they bring on undergraduate and graduate students</p> <p>CREATE research grants given to undergraduate students who want to pursue their own projects</p> | <p>Goal 4B</p> |
| <p>SUPPORT the hiring of several new career strategists for the CSIC in order to ensure more students have access to effective career and professional guidance</p> <p>WORK with the CSIC to consult with students in order to understand relevant student priorities</p> | <p>Goal 4C</p> |
| <p>LAUNCH research mentorship program where grad students and undergrads are paired and taught skills vital to research</p> | <p>Goal 4D</p> |
| <p>SUPPORT and ensure current proposals to reallocate funds from automatically adjudicated awards to international student aid</p> <p>WORK within the Student Affordability Task Force to ensure these recommendations are ingrained in their outputs</p> | <p>Goal 5A</p> |
| <p>SUPPORT and ensure current proposals to increase the amount of international tuition spent on financial aid</p> | <p>Goal 5B</p> |
| <p>ENSURE a compiled list of international student awards goes out to international students at the start of each term</p> | <p>Goal 5C</p> |

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| <p>EXPAND and make more relevant financial literacy programs for international students by working with the AMS and UBC Student Services</p> | |
| <p>ADVOCATE that the university increase attempts to fundraise for international student awards, reach out to international alumni for support, and establish a fundraising advisory committee that has international students and scholars deeply involved in the process</p> | <p>Goal 5D</p> |
| <p>HOLD to the recommendations put forward by the Black Student Caucus to the Board of Governors</p> <p>DEVELOP a Black student space on campus created entirely for and by Black students</p> <p>CREATION of space for black students on campus in line with the recommendations of the Black Caucus</p> <p>CREATION of new student hubs on campus that can act as quiet study spaces or other places for student gatherings</p> | <p>Goal 6A</p> |
| <p>CREATE a greater number of scholarships and financial aid programs for continuing Black and Indigenous students through enhanced fundraising efforts</p> | <p>Goal 6B</p> |
| <p>INCREASE the number of student seats on the Indigenous Strategic Plan Implementation Committee</p> <p>ENSURE the University commits to ESG principles as a framework for responsible investment in order to give UBC the legitimacy to divest from companies that commit human rights violations</p> | <p>Goal 6C</p> |
| <p>REBUILD an environment of trust with student equity advocacy groups by hosting listening sessions to better understand how their priorities can be incorporated within AMS priorities</p> | <p>Goal 6F</p> |
| <p>ENSURE heavy consultation between students and the Campus Vision team by promoting CV2050 initiatives through the AMS</p> | <p>Goal 7B</p> |

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| ENSURING there is greater and more thoughtful collaboration and consultation with the Musqueam in Campus Vision activities | |
| <p>ADVOCATE for the expansion of new housing beds from 3,300 to numbers that more accurately reflect student annual growth rates</p> <p>ENSURE equity in the development of student and faculty housing so that student housing is not disproportionately underrepresented in new housing developments</p> | Goal 7C |
| ADVOCATE for the halting of increases to student rent prices | Goal 7D |
| ENSURE the development of two Skytrain stations to UBC and the expansion of current transit routes | Goal 7E |
| ADVOCATE for more classrooms and general learning spaces on campus, in addition to upgrading declining learning environments with new facilities that are conducive to improved academic performance | Goal 7F |
| ENSURE that in the development of new housing communities, there are affordable and low-cost amenities for students to access, like grocery stores, gyms, and other personal care services | Goal 7G |

Campaign Platform Links

- [Campaign Website](#)

Appendix B

Removed Goals from Campaign Platform

- **“ESTABLISH a Black hiring committee responsible for hiring Black faculty and staff and determining the appropriate number of staff and faculty needed”**
 - After exploring the feasibility of such a task, it seems that such Committees might be more performative in nature and we might run into some legal challenges with the establishment of such bodies. Instead, the focus is better suited towards ensuring that in all searches equity concerns are put at the front of mind and that the Equity and Inclusion Office as well as HR are working with units to enforce equitable hiring practices.
- **“APPOINT an Inclusion Action Plan Implementation Committee”**
 - After further reflection and conversations with individuals in the Provost's Office and Equity and Inclusion Office, more Committees are not always the best strategy for work in the University. The ISP Implementation Committee for example meets infrequently and struggles to adequately implement its mandate.
- **“EXPAND contributions to the TA Training Program Fund to ensure there are greater student employment opportunities available to undergraduate and graduate students”**
 - After more conversations with the Provost's Office, it seems the TA Training Program Fund is already quite well-resourced and a better use of time may be concentrated on ensuring that TA's feel well-equipped to participate in these experiential education opportunities and that they are well-promoted.