



AMS Executive Goals 2025-2026

Prepared by: AMS Executives





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Introduction

The AMS Executive Goals for 2025–2026 reflect the collective priorities of this year’s Executive team and mark a shift in how student leadership sets direction. For the first time, preliminary goals were released before final approval to enable early engagement and feedback across the organization. The result is a more transparent, collaborative, and deliberate goal-setting process shaped through consultation with AMS Council and its committees, Presidents Council, Vice President Caucuses, AMS permanent staff, and university administrators.

While the Executive team changes each year, the Society’s responsibilities endure. These goals are designed to strengthen institutional continuity, reinforce accountability, and ensure the AMS delivers timely and effective services, advocacy, and programming. By clearly articulating our priorities, outlining challenges, and defining a strategic direction, the 2025–2026 Executive has set a standard for follow-through and performance – laying a foundation not just for the year ahead, but for long-term impact.

This year’s goals focus on strategic priorities such as financial sustainability, internal governance, academic advocacy, government relations, and student life. Rather than capturing every operational duty, they highlight key initiatives that require coordination and clear benchmarks for success. It is a privilege to be elected as your student leadership and represent the interests of over 60,000 undergraduate and graduate students. These goals are our commitment to delivering results that matter now while strengthening the AMS for those who come next.

Sincerely,

Your 2025-2026 AMS Executive



2025–2026 AMS Executive

Who are the students that run the AMS? Meet the six students – elected by you, for you – who aspire to make a positive impact to your life at UBC.



Riley Huntley

AMS President

The **President** leads the AMS as its chief executive and drives strategic direction across the organization.



Zarifa Nawar

VP Academic & University Affairs

The **VP Academic** advocates on behalf of students to all levels of the university and represents the AMS in university affairs.



Solomon Yi-Kieran

VP External Affairs

The **VP External** advocates on behalf of students to all levels of government and represents the AMS in external affairs.



Gagan Parmar

VP Finance

The **VP Finance** manages the AMS budget, funds, investments, and financial systems.



Dylan Evans

VP Administration

The **VP Admin** oversees clubs administration, capital projects, and sustainability initiatives.



Kevin Heieis

VP Student Life (Interim)

The **VP Student Life** builds community and campus spirit through events programming and engagement.

Executive Goal Setting Process

The Executive Goals serve as the annual action plan for the AMS's elected student leadership (the Executive), guiding their priorities, initiatives, and performance throughout their term. These goals reinforce accountability to the student body and alignment with the AMS's mission and strategic direction, translating campaign promises into concrete, measurable objectives.

The process begins during the election period, as candidates develop campaign platforms and make commitments to the student body through election ballots and bios, debates, canvassing, social media outreach, and direct engagement with students. These early commitments form the foundation for the Executive Goals, ensuring that elected leaders are held accountable for what they promised during their campaigns.

Once in office, Executives collaborate to draft portfolio-specific goals that reflect both their campaign commitments and emerging student needs. These draft goals are reviewed by the Executive Committee, then brought forward for broad consultation with AMS Council and its standing committees, Presidents Council, VP Caucuses, permanent staff, and other key stakeholders such as university administration. Following this consultation and feasibility assessment, the goals are refined and finalized before being submitted to AMS Council for approval.



Executive Goals Implementation

Once approved by AMS Council, the Executive Goals serve as a roadmap for the year, guiding major initiatives and informing how success is measured. Progress on each Executive's goals is reported monthly to Council and made available to the student body, supporting transparency and continuous accountability. In addition to these monthly updates, formal check-ins with the Executive Performance and Accountability Committee occur in September and January to evaluate progress, address emerging challenges, and refine timelines if needed. At the end of the term, Executives submit a final reflection summarizing achievements, goal status, and recommendations to the future Executive – closing the loop on performance and establishing a baseline for future transitions.

It is important to note that Executive Goals do not typically reflect the full scope of an Executive's responsibilities. Each Executive is also tasked with the day-to-day management of their portfolio, responding to operational demands, institutional processes, and student issues as they arise. These core duties – ranging from financial oversight and subsidiary support to advocacy and event programming – often require substantial time and attention, which can shift focus away from planned goals. As such, successful implementation depends on balancing long-term projects with the immediate, often unpredictable, responsibilities of student leadership.



AMS STRATEGIC PRIORITIES

Exceptional Programming
Delivering Results
Cultivating a Sense of Belonging
Operational Excellence
Collaborative Leadership

ANNUAL GOALS EXECUTIVES, COMMITTEES, & MANAGING DIRECTOR

IMPLEMENTATION

Executive and Staff
Standing Committees
AMS Subsidiaries
Business Operations

Executive Committee Goals

Prepared by: Riley Huntley, Dylan Evans,
Zarifa Nawar, Solomon Yi-Kieran, Gagan Parmar,
Kevin Heieis

Goal 1

Student Staff Integration

Goal 2

AMS Office Restructure & Stewardship

Goal 3

Executive Transition Overhaul

Goal 4

Workplace Culture and Accountability

Goal 5

Financial Sustainability



Goal 1: Student Staff Integration

Main Strategic Priority: Operational Excellence

“To us that means delivering an efficient financial management system, timely responses with online communications, a stress-free venue booking process, a culture of in-person engagement complemented by formal data collection, and ensuring student concerns are always addressed in a timely manner.”

Student staff are essential to the daily operations and long-term success of AMS offices. While elected executives carry key responsibilities under the Bylaws and Code, our ability to deliver high-impact work and meet student needs consistently depends on the support of well-integrated student staff. We aim to strengthen student staff integration across portfolios, particularly in administrative and operational areas that complement and enhance executive leadership.

ACTION ITEM A

Communication Integration

Target Completion: August

Integrate student staff into key communications workflows, including new shared inboxes (e.g., clubs@ams.ubc.ca), to reduce response times and improve consistency.

ACTION ITEM B

Effective Onboarding

Target Completion: March

Develop and implement onboarding resources for student staff across all executive offices, including expectations, recurring tasks, and necessary AMS organizational context.

Goal 2: AMS Office Restructure & Stewardship

Main Strategic Priority: Operational Excellence

“Through innovative planning and acting with intention, we will carefully maintain our infrastructure, while also endeavoring to make improvements and additions, so every project we embark on seeks to reach its highest potential.”

A well-designed, cared-for workspace directly influences morale, team culture, and performance. The AMS Student Government Office should reflect the professionalism, collaboration, and pride we bring to our roles. Space limitations and unclear norms around shared areas have led to disorganization and uneven working conditions. By reimagining both the layout and how we care for these spaces, we can foster a stronger sense of shared ownership and respect. This includes not only physical improvements, but also cultivating habits that ensure our work environment reflects the high standards of student leadership.

ACTION ITEM A

Office Restructure

Target Completion: September

Restructure the AMS Student Government Office to create dedicated student staff workstations, optimize layout for daily workflows, and expand access to private meeting space.

ACTION ITEM B

Office Stewardship

Target Completion: September

Develop shared space norms and expectations, including upkeep responsibilities, desk-sharing etiquette, and signage, reinforcing a culture of respect and collective stewardship.

Goal 3: Executive Transition Overhaul

Main Strategic Priority: Operational Excellence

“We envision a culture of consistent self-evaluation and mechanisms in place to ensure a burdenless experience.”

AMS executives serve for a single year, making institutional memory both fragile and critical. The current transition policy (GV3) was last updated in April 2022 and is now overdue for review. While it outlines expectations, significant inconsistencies in execution have persisted in recent years. A standardized, policy-backed transition framework will ensure future executives receive practical, timely information and institutional knowledge that enhances continuity year over year.

ACTION ITEM A

Transition Policy Overhaul

Target Completion: April

Conduct a full policy review of GV3: Executive and Council Transitions. Develop an updated executive transition report template, improve the transition honourarium framework, standardize expectations for event postmortems and executive-to-executive handoffs.

ACTION ITEM B

Student Staff Transition Framework

Target Completion: April

Develop and implement a transition framework for student staff in key roles, including expectations for end-of-term documentation, key deliverables, project summaries, and knowledge transfer to incoming student government staff.

ACTION ITEM C

Project Transition Reports

Target Completion: August

Implement a project transition report template for Executives and student staff to capture key outcomes, lessons learned, and spending details for major events or initiatives.

Goal 4: Workplace Culture and Accountability

Main Strategic Priority: Collaborative Leadership

“We will operate in good faith and trust that those we work with inside the organization have the best interests of the AMS in mind [...], we will always strive to achieve our goal to serve the UBC student body [...] We will adopt a culture of operating as one team, rather than a fragment of teams within a team.”

A respectful, coordinated, and supportive team environment is essential to delivering on our collective mandate. Establishing strong internal culture is not only critical to our own success; it lays the foundation for future teams. By setting clear expectations, modeling consistent communication, and embedding structures that promote accountability and care, we aim to build a culture that lasts beyond our term and supports long-term organizational health.

ACTION ITEM A

Workplace Conduct & Culture

Target Completion: Ongoing

Establish and reinforce a healthy, high-functioning workplace culture across the AMS by modeling respectful communication, strengthening team dynamics, clarifying roles and responsibilities, establishing escalation pathways, and ensuring timely follow-up on concerns transparently.

ACTION ITEM B

Accountability Tracker

Target Completion: August

Develop a simple internal tool for tracking and reviewing follow-through on major Executive Committee commitments (e.g. Bylaw, Code or internal Policy deliverables).

Goal 5: Financial Sustainability

Main Strategic Priority: Exceptional Programming

“We will balance the financial realities and pressures of holding exceptional events and elevating programming to the caliber the student community deserves, allowing for a fiscally responsible approach toward a positive impact on student life.”

We are committed to delivering high-impact programming while ensuring the long-term financial health of the Society. Every dollar spent should create meaningful value for students, whether through services, events, or operational improvements. The AMS we benefit from today exists because past student leaders planned carefully, contributed thoughtfully, and prioritized financial sustainability. It's now our responsibility to uphold that balance by meeting the current needs and interests of students while safeguarding the Society's ability to serve future generations.

ACTION ITEM A

Budget Alignment

Target Completion: Ongoing

Ensure spending strictly aligns with the original intent of approved budget line items. Where reallocation is necessary, transparently engage with the appropriate committee or AMS Council with a formal request and clear rationale before any funds are re-allocated.

ACTION ITEM B

Budget Consultation

Target Completion: Ongoing

Commit to thorough due diligence by consulting relevant permanent staff, student stakeholders, and internal service leads before making commitments that have potential financial, operational, or reputational impacts. All proposals should be informed by input from those responsible for implementation and sustained delivery. This ensures that decisions are grounded in practical feasibility, aligned with organizational capacity, and reflective of student needs.

ACTION ITEM C

Spending Flowsheet

Target Completion: April

Create a standardized spending proposal flowsheet and include it in Executive onboarding materials. This will cover budget alignment, consultation, student impact, and feasibility, encouraging consistent and informed financial decisions throughout the year.

Executive Goals: Office of the President

Prepared by: Riley Huntley, Joshua Hart,
Noah Clendenin & Angeline Pang

Goal 1

Building Organizational Stability

Goal 2

Fostering Sustainable Relations

Goal 3

Driving Operational Excellence

Goal 4

Improving Subsidiary Support

Goal 5

Advancing Equity & Belonging

Appendix A

Campaign Platform Quotes and Related Goals

Appendix B

Removed or Transferred Goals from Campaign Platform



Goal 1: Building Organizational Stability

Main Strategic Priority: Operational Excellence & Delivering Results

“We will put the needs of the student body above personal gain, ensuring continuity across administrations and prioritizing long-term growth over short-term talking points.”

Fluctuations in leadership direction in student government impact the consistency of service delivery and contributed to structural inefficiencies in supporting AMS subsidiaries and core operations. This goal prioritizes governance continuity, enhancing structural oversight, and integrating permanent staff to ensure consistent, timely, and cost-effective service delivery regardless of annual executive turnover.

ACTION ITEM A

Integrate Permanent Staff into Governance Workflows

Target Completion: September (Working Group), April (Final Implementation)

Establish clear processes for permanent staff to support AMS student governance, ensuring consistent year-over-year service delivery, particularly for services that have wide reach (e.g. clubs administration), and reducing reliance on institutional memory held solely by elected officials.

ACTION ITEM B

Refine Executive Accountability Processes

Target Completion: January

Develop clear lines of oversight and responsibility between the AMS Executive, Council, and permanent staff, enabling the President and Council to effectively monitor performance and uphold standards.

ACTION ITEM C

Advance Governance Continuity Initiatives

Target Completion: January (Role Clarity), March (AMS Elections), April (Executive Onboarding)

Implement strategies that improve institutional knowledge transfer, executive onboarding, and role clarity to ensure seamless transitions between executive teams and consistent organizational direction.

ACTION ITEM D

Complete Overhaul of Legacy Policies

Target Completion: July (Governance Tracker), February (Policy Overhaul)

Conduct a comprehensive review and update of at least six long-overdue AMS policies (BU1, CM2, CM5, GV3, GV4, & PC3), ensuring they are modernized, consistent with current practices, and reflect the evolving needs of the organization.

Goal 2: Fostering Sustainable Relations

Main Strategic Priority: Collaborative Leadership

“We will operate in good faith and trust that those we work with inside the organization have the best interests of the AMS in mind and with our partnerships within campus and beyond, we will always strive to achieve our goal to serve the UBC student body.”

Relationships, like ecosystems, require care, reciprocity, and long-term commitment. The AMS must invest in its partnerships with student groups, alumni, and external organizations not as transactions but as living systems. If we only take without giving back, we risk depleting the very communities that sustain us. Through intentional engagement, shared purpose, and mutual accountability, we aim to build relationships that endure and evolve.

ACTION ITEM A

Center AMS Council & Constituencies in Executive Goal Setting

Target Completion: March

Embed structured consultation with AMS Constituencies into the annual Executive Goals planning and progress reporting process, ensuring early, meaningful engagement in strategic planning and monitoring of goal progress/completion.

ACTION ITEM B

Launch the AMS Alumni Network

Target Completion: August (Framework), September (Alumni Event)

Organize an AMS Executive alumni engagement event in conjunction with the NEST's 10-year celebration and UBC's Point Grey campus centennial, reconnecting past leaders to the future of student advocacy and developing a network for enduring connection.

ACTION ITEM C

Strengthen Collaboration with the Graduate Student Society

Target Completion: September (Retreat), Monthly (Relational)

Host a work retreat between AMS and GSS Executives to identify shared priorities and coordinate efforts on campus-wide advocacy and services. Ensure the GSS feels meaningfully represented in AMS-led initiatives by reinforcing that the AMS advocates for the needs of all students, not just undergraduates.

ACTION ITEM D

Foster Partnership Networks with the Students Union at UBC Okanagan

Target Completion: August (Retreat), Term (Relational)

Develop cross campus networks between related the portfolios of the Executives. Establish areas of mutual interest and cooperate in achieving advocacy and service wins.

ACTION ITEM E

Rebuild Relations with UBC Fraternities and Sororities

Target Completion: August (MOU), March (Policy Development)

Re-establish consistent dialogue and collaborative initiatives with Greek life to promote safe, inclusive, and values-aligned student social experiences.

ACTION ITEM F

Strengthen Partnership with AMS Resource Groups

Target Completion: January

Foster stronger, purpose-driven engagement with AMS Resource Groups by enhancing collaboration on advocacy initiatives and areas of shared strategic interest.

Goal 3: Elevate Student Service

Main Strategic Priority: Operational Excellence

“To support a service-oriented mindset, we will transform the standard we hold ourselves to when it comes to improving internal AMS processes. To us that means delivering an efficient financial management system, timely responses with online communications, a stress-free venue booking process, a culture of in-person engagement complemented by formal data collection and ensuring student concerns are always addressed in a timely manner.”

Operational excellence is not just about efficiency; it's about creating systems that are student-focused, reliable, and responsive. This goal seeks to improve the internal operations of the AMS so that every process, from communications to financial support, better serves the people who rely on us most.

ACTION ITEM A

Build Responsive Governance Workflows

Target Completion: January

Develop and implement standardized internal workflows to improve the speed, transparency, and consistency of Executive decision-making. This includes setting service standards for response times, clarifying delegation processes, and implementing tools to track and follow up on student concerns in a timely and accountable manner.

ACTION ITEM B

Sustainable Management of AMS Funds

Target Completion: September

Partner with the VP Finance to review the governance and utilization of key student-supporting funds, such as the AMS Financial Assistance Fund, to ensure responsible oversight, clarity of purpose, and maximum impact for students.

ACTION ITEM C

Oversee AMS Services Triennial Review

Target Completion: January

Work with the Senior Manager of Student Services to lead the triennial review of all AMS Services, ensuring the process is structured, timely, and informed by meaningful engagement with AMS Services staff & volunteers, subsidiaries, and other key stakeholders.

ACTION ITEM D

Support Long-Term Capacity for AMS Safewalk

Target Completion: March

Partner with the VP Academic & University Affairs to advocate for UBC to replace an out-of-service Safewalk shuttle to enhance the program's long-term reliability and ensure continued capacity to support student safety as demand grows.

ACTION ITEM E

Restore the AMS Charitable Foundation

Target Completion: September (Incorporation), April (CRA approval)

Explore the feasibility of launching an AMS charitable foundation that enables long-term, student-focused fundraising through tax-deductible alumni donations and community giving to support the AMS food bank and AMS bursaries.

Goal 4: Improving Subsidiary Support

Main Strategic Priority: Cultivating a Sense of Belonging

“We are fortunate to have the high-caliber subsidiary organizations that put their heart and soul into making this campus a more fun and welcoming space for all students. We will, therefore, put our complete heart and soul into supporting our subsidiary organizations to fulfill.”

To operate at their full potential, AMS subsidiaries need reliable access to space, streamlined systems, and timely support. Prioritizing infrastructure and administrative improvements will allow student leaders to spend less time navigating bureaucracy and more time building community.

ACTION ITEM A

Optimize the Room Booking System

Target Completion: September

In partnership with the VP Administration, pilot an AMS room booking system that is automated, user-friendly, and transparent, allowing users to easily submit requests and have them automatically booked (small-medium rooms) or track the status of their bookings in real time (unique venues).

ACTION ITEM B

Maximize Utilization of AMS Spaces

Target Completion: November

Partner with the VP Administration to develop and promote a process that allows for short-notice use of vacant AMS rooms (e.g. meeting rooms), increasing flexibility for student-led events and maximizing space utilization.

ACTION ITEM C

Support Constituencies with a Campus Textbook Audit

Target Completion: November

Partner with the VP Academic & University Affairs to collaborate with AMS Constituencies to identify underutilized course textbooks and advocate for replacement with open education resources, with the goal of improving affordability and informing advocacy on required course materials.

ACTION ITEM D

Facilitate Bookable Spaces in Rec Centre North

Target Completion: September

Ensure a fair process is developed and communicated for accessing bookable spaces in the new Rec Centre North for use by AMS clubs and constituencies, expanding access to much-needed physical space.

Goal 5: Advancing Equity & Belonging

Main Strategic Priority: Cultivating a Sense of Belonging

“Through operational excellence, we will be intentional to create welcoming spaces that enrich the community, catering to different needs and preferences of our membership. We are committed to cultivating a sense of belonging for our members through an integrated approach with our subsidiaries, academic support, and creating an inclusive campus culture.”

The AMS is here to provide exceptional programming services for students to access and feel supported by. For these programs to support others, it is important to take a collaborative approach to supporting students. This goal aims to continue to strengthen AMS Equity initiatives through relationship building and enhancing professional expertise.

ACTION ITEM A

Explore the Creation of an AMS Constituency Equity Caucus

Target Completion: January

Engage student leaders and constituency equity-seeking groups in designing a collaborative body within the AMS that can serve as a forum for AMS subsidiaries on programming of equity and inclusion activities.

ACTION ITEM B

Advance Internal Equity Capacity

Target Completion: September

Hire a dedicated staff lead to support the development and implementation of internal equity frameworks and collaborate across departments to embed inclusive practices within AMS operations and student governance.

ACTION ITEM C

Equity Action Plan Review

Target Completion: April

The AMS Equity Action Plan was created in 2021 as a 5-year plan to address the topic of justice, equity, diversity, and inclusion as they relate to the AMS. In April 2023, AMS Council approved a review of the plan to take place. A reassessment of the plan's objectives is needed to determine where meaningful implementation can take place and revise the scope to align with current priorities and capacity.

ACTION ITEM D

Deepen Relationship with the Indigenous Student Society

Target Completion: Monthly

Provide consistent support to the ISS through monthly check-ins to maintain open dialogue and co-develop initiatives grounded in cultural respect. Host termly town halls to foster community, share updates, and ensure Indigenous student voices guide our shared priorities.

ACTION ITEM E

Review the AMS Indigenous Finance Guidelines

Target Completion: November

In partnership with the VP Finance and Indigenous Student Society, evaluate the current Indigenous Finance Guidelines to ensure they are transparent, accessible, and aligned with the unique financial realities of Indigenous students and student-led groups.

ACTION ITEM F

Increase Capacity for Indigenous Students in the AMS Nest

Target Completion: September

Ensure sufficient space is available to support the Indigenous Student Society's general meetings, club gatherings, and cultural activities, fostering a consistent and welcoming environment for community connection.

Executive Goals: Office of the Vice President Academic & University Affairs

Prepared by: Zarifa Nawar, Audrey Chow,
Eiji Kakiyama, Lynn Nguyen

Goal 1

Address Student Affordability

Goal 2

Support International Students

Goal 3

Enhance Teaching and Learning Excellence

Goal 4

Improve Academic Systems and Policies

Goal 5

Increase Support for Professional Development

Goal 6

Promote Equity, Diversity and Inclusion

Goal 7

Support Mental and Physical Health



Executive Goals Continued: Office of the Vice President Academic & University Affairs

Prepared by: Zarifa Nawar, Audrey Chow,
Eijiro Kakihara, Lynn Nguyen

Goal 8

Improve Accessibility Policies and Practices

Appendix A

Campaign Platform Quotes and Related Goals

Appendix B

Removed or Transferred Goals from Campaign Platform



Goal 1: Address Student Affordability

Main Strategic Priority: Delivering Results

“When our membership calls on us to advocate for an issue close to their hearts, we will work with groups and do our necessary due diligence to assess the feasibility and develop strategies.”

The AMS Academic Experience Survey reveals that financial hardship is the most pressing and widespread challenge students face, with intersections across housing, tuition, and food access. This goal is about tackling those barriers head-on and ensuring no student is forced to choose between basic needs and their education at UBC.

ACTION ITEM A

Advocate for the Creation of an Off-Campus Rental Housing Bursary

Target Completion: April, Multi-Year

Explore a partnership with Enrolment Services and Student Housing and Community Services to pilot an off-campus housing bursary.

ACTION ITEM B

Prioritize Low-Cost, High-Density Student Housing

Target Completion: April, Multi-Year

Explore the feasibility of linking Student Housing development to forecasted UBC growth trends, with a focus on exceeding the current minimum target of 3,300 beds.

ACTION ITEM C

Secure Funding for Food Security Initiatives

Target Completion: September

Secure an MOU with the UBC VP Students' (VPS) Office to ensure a commitment of \$800,000 toward food security initiatives while pushing for renewing the multi-year commitment.

ACTION ITEM D

Advocate to Increase PhD Students' Minimum Funding Packages

Target Completion: October (Budget Submission), April

Advocate for an increase of PhD students' minimum funding package to at least \$26,000 through coordinated advocacy with the GSS and use of the AMS Budget Submission.

ACTION ITEM E

Advocate to Extend PhD Students' Funding Packages Beyond Four Years

Target Completion: October (Budget Submission), Multi-Year

Advocate for guaranteed funding support for PhD students beyond four years through coordinated advocacy with the GSS and use of the AMS Budget Submission.

ACTION ITEM F

Advocate for the Creation of Master's Students' Minimum Funding Package

Target Completion: October (Budget Submission), Multi-Year

Advocate for the creation of Master's students minimum funding package through coordinated advocacy with the GSS and use of the AMS Budget Submission.

ACTION ITEM G

Support Initiatives that Address Graduate Student Affordability

Target Completion: April

Support the upcoming Student Affordability Task Force (SATF) Graduate Student Working Group report and advocate for its timely implementation alongside the SATF Recommendations.

ACTION ITEM H

Advocate for Multi-Year Financial Planning Resources

Target Completion: February

Push for the expansion of the UBC Cost Calculator to include multi-year financial planning by working with Enrolment Services, the UBC Provost, and the UBC VP Finance and Operations (VPFO) Offices.

ACTION ITEM I

Improve Transparency in the Tuition Consultation Process

Target Completion: February

Work with the VPS to improve the Tuition Consultation Survey so it clearly explains how tuition is used, empowering students to make informed decisions by outlining the impacts of inflation-linked increases, potential benefits, and trade-offs of not raising tuition.

ACTION ITEM J

Oppose Tuition Increases

Target Completion: February

Maintain strong opposition to tuition increases by advocating directly to the Board of Governors and articulating the harmful impacts of tuition increases to the Administration.

Goal 2: Support International Students

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.”

International students hold a vital role in the UBC community and contribute substantially to the university's operating budget. As key stakeholders, it is essential they receive tailored support addressing the unique pressures they face. This goal aims to alleviate those challenges through targeted financial aid and career development.

ACTION ITEM A

Advocate for the Expansion of Needs-Based Aid for International Students

Target Completion: April, Multi-Year

Push UBC Enrolment Services and the International Student Initiative (ISI) to reconsider the decision to not expand needs-based financial aid for international students.

ACTION ITEM B

Establish Needs-Based Aid for Continuing International Students

Target Completion: April, Multi-Year

Work with Enrolment Services to establish a method for evaluating financial need for continuing international students.

ACTION ITEM C

Increase Funding to Existing International Student Awards

Target Completion: February, Multi-Year

Partner with ISI to advocate for increasing the International Community Achievement Award from \$5,000 to \$10,000 at the Senate Awards Committee.

ACTION ITEM D

Increase Allocation of Financial Aid from the Tuition Allocation Model

Target Completion: April, Multi-Year

Work with the VPFO and Board of Governors to revise the Tuition Allocation Model, raising the portion of international student tuition dedicated to financial aid from 7.5% to 8.5% to increase funding for both needs-based and merit-based aid.

ACTION ITEM E

Advocate for International Student Specific Career Advisors

Target Completion: April, Multi-Year

Work with the VPS, ISI and Career Centre to advocate for international student specific career advisors to address unique circumstances faced by international students related to work and visa requirements, and further advocate for funding towards the establishment of this through the Budget Submission.

Goal 3: Enhance Teaching and Learning Excellence

Main Strategic Priority: Delivering Results

“We will strive to be meaningful, pragmatic, and effective in our advocacy, taking a data-driven approach to put forth requests to the University.”

In a changing academic landscape, teaching must be dynamic, inclusive, and responsive. This goal drives progress by encouraging faculty collaboration, uplifting innovative practices, and celebrating teaching excellence in pursuit of a more accessible and engaging experience of education at UBC.

ACTION ITEM A

Promote Open Educational Resources (OERs) and Textbook Affordability

Target Completion: October

Work with constituencies to broaden the reach of the Textbook Broke Campaign, with the goal of enhancing student awareness of OERs and increasing the total value of reimbursements awarded.

ACTION ITEM B

Integrate Generative AI into Teaching and Learning

Target Completion: April, Multi-Year

Utilize the seat on the UBC Student Artificial Intelligence Advisory Council to review the Generative AI Teaching and Learning Guidelines to focus more on the integration rather than prohibition of artificial intelligence (AI), and work with the Council to clearly articulate guidelines for student use of AI.

ACTION ITEM C

Improve Communications Around Academic Integrity

Target Completion: November

Explore a partnership with the Academic Integrity Hub to establish a student staff within the Hub and coordinate a campaign addressing the intersections of academic integrity, student wellbeing and use of AI.

Goal 4: Improve Academic Systems and Policies

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.”

Effective academic policies are essential to a strong student experience. This goal focuses on reforming academic systems and practices to improve learning outcomes, increase clarity and accessibility, and build more supportive and efficient structures that enhance student success both inside and outside the classroom.

ACTION ITEM A

Advocate for an Extension to the Course Withdrawal Deadline

Target Completion: April, Multi-Year

Work with Enrolment Services to explore the technical feasibility of permanently extending the course withdrawal deadline and advocate at the Associate Deans table and Senate to consider related changes such as refunding tuition for withdrawn courses.

ACTION ITEM B

Launch a Centralized Exam Database

Target Completion: April

Develop and launch a web-based platform to host high-demand exam study materials for UBC courses, identified through AMS Tutoring, constituencies, and department/program clubs.

ACTION ITEM C

Create a Multi-Year Implementation Plan for the Exam Database

Target Completion: April

Work with the Provost's Office, Centre for Teaching, Learning and Technology (CTLT), and faculties to develop a multi-year implementation plan that addresses long-term technical feasibility, funding models, sustainable hosting solutions and a mechanism to ensure students are aware of how exam or project heavy a course is.

ACTION ITEM D

Advocate for Changes to Workday

Target Completion: April, Multi-Year

Work with Enrolment Services to improve user accessibility of Workday by exploring the integration of additional features such as a term-by-term calendar view, the ability to download timetables, return to registration time based on average in last Winter Session (not overall GPA), and better user interface.

ACTION ITEM E

Promote Student Experience of Instruction (SEI) Surveys

Target Completion: December (Term 1), April (Term 2)

Raise awareness for SEIs and their importance by leveraging conversations with faculties and working with the Provost's Office to host campaigns promoting SEIs.

ACTION ITEM F

Advocate for the Implementation of Mid-Course Feedback Procedures

Target Completion: October (Term 1), February (Term 2)

Work with the Provost's Office and constituencies to promote mid-course feedback surveys in faculties that have them and advocate for the implementation of them across all faculties.

ACTION ITEM G

Improve Exam Policies

Target Completion: October

Advocate at the Exam Policy Working Group by utilizing 2025 AES data and comparable practices at U15 Universities to push for policy changes to V-102, V-103, and V-125.1, including an expansion of the exam hardship period, clearer guidelines around the Formal Examination Period, and redefining examinations to include online exams.

Goal 5: Increase Support for Professional Development

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.”

Students at a world class institution like UBC deserve comprehensive support as they prepare for success beyond graduation. This goal focuses on expanding access to career development services and increasing investment in resources that build professional readiness and ease their transition into the workforce.

ACTION ITEM A

Increase Opportunities for Undergraduate Research

Target Completion: April

Continue working with the UBC VP Research and Innovation Office to ensure that the Undergraduate Research Opportunities Expansion initiative launches in all willing faculties and that funding commitments are met and maintained.

ACTION ITEM B

Advocate for Increased Work Learn Funding

Target Completion: October (Budget Submission), Multi-Year

Partner with the VPS and Provost's Office to advocate for continued funding for Work Learn and an increase of year-over-year funding in the AMS Budget Submission.

ACTION ITEM C

Establish Demographic-Specific Career Advisors

Target Completion: October (Budget Submission), Multi-Year

Work with the VPS and Career Centre to advocate for the creation of faculty-specific career advisors and use the AMS Budget Submission to push for continued funding for dedicated advisors for Black and Indigenous students, as well as students with disabilities.

ACTION ITEM D

Expand and Embed Career Development into the First Year Experience

Target Completion: October (Budget Submission), Multi-Year

Work with Centre for Student Development and Leadership to broaden First-Year Orientation into full-year programming, which includes career development opportunities, and push for funding levels to be maintained for Orientation programming overall in the Budget Submission.

ACTION ITEM E

Support Constituencies to Improve Co-op Program

Target Completion: September (Advocacy Training Workshops), Multi-Year

Empower constituencies to advocate for faculty-level changes to the Co-Op Program, such as transparency around program fees, by hosting advocacy training workshops.

Goal 6: Promote Equity, Diversity and Inclusion

Main Strategic Priority: Cultivating a Sense of Belonging

“We are committed to cultivating a sense of belonging for our members through an integrated approach with our subsidiaries, academic support, and creating an inclusive campus culture.”

At the AMS, fostering a strong sense of belonging for all students is a top priority. This goal commits to advancing equity, diversity, and inclusion by ensuring that every student feels valued, represented, and respected within the UBC community and in University decision-making.

ACTION ITEM A

Prioritize ESG Principles for the UBC Responsible Investing Strategy

Target Completion: April, Multi-Year

Advocate to the VPFO and the Board of Governors to ensure that UBC continues to prioritize environmental, social and governance (ESG) principles in the further refinement of the Responsible Investing Strategy.

ACTION ITEM B

Advocate for Indigenous Student Representation

Target Completion: September

Work with the ISS to advocate to for an Indigenous Student Seat on the Indigenous Strategic Plan Implementation Committee.

ACTION ITEM C

Improve Misconduct Case Procedures

Target Completion: April, Multi-Year

Work with Office of the University Counsel and UBC Office of the Ombudsperson for Students to review the rules and procedures for the President’s Advisory Committee on Student Discipline (PACSD), and advocate for a procedurally fair and student-centric approach to misconduct procedures.

Goal 7: Support Mental and Physical Health

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—creating a campus culture that promotes self-care, stress management, and healthy coping strategies.”

When students feel physically and mentally well, they are best equipped to maximize their potential at UBC. Supporting wellness helps create a balanced, resilient, and thriving student community. This goal aims to ensure that students have access to the necessary support and resources throughout their journey at UBC.

ACTION ITEM A

Prioritize Harm Reduction

Target Completion: September

Work with UBC Wellbeing to explore the feasibility of hosting drug testing sites for Fentanyl and other drugs and raise awareness for Naloxone and harm reduction training.

ACTION ITEM B

Prioritize Sexual Violence Prevention Services

Target Completion: April

Advocate to the VPS to prioritize sexual violence prevention by maintaining funding for services like SVPRO within the current budgetary climate.

ACTION ITEM C

Address Gaps in Sexual Violence Prevention Training

Target Completion: April

Work with constituencies to facilitate opportunities for broader reach of sexual violence prevention training through AMS SASC.

ACTION ITEM D

Advocate for Increased Embedded Counsellors

Target Completion: October (Budget Submission), Multi-Year

Utilize the AMS Budget Submission and work with constituencies to advocate for an expansion of Embedded Counsellors proportionate to faculty size and demand, and for university-level funding for all Embedded Counsellors.

Goal 8: Improve Accessibility Policies and Practices

Main Strategic Priority: Cultivating a Sense of Belonging

“When students feel supported academically, engaged in campus life, welcomed by intentional spaces, they will feel connected to the higher education landscape, feel a sense of ownership, and develop a sense of belonging.”

A truly accessible academic environment empowers all students to fully engage and excel. The VP AUA Office prioritizes advocacy for comprehensive accessibility measures, working to influence UBC policies that respect diverse learning styles and needs, foster inclusion, and uphold the university’s commitment to equity.

ACTION ITEM A

Advocate for an Expedited Review of Policy LR7

Target Completion: April

Work with the Centre for Accessibility (CfA) to understand gaps in Policy LR7 and partner with the CfA, student stakeholders and Ombudsperson for Students to advocate for an expedited review of the policy.

ACTION ITEM B

Advocate for Increased Centre for Accessibility Funding

Target Completion: October (Budget Submission), Multi-Year

Work with the Centre for Accessibility (CfA) to understand internal challenges in system improvements and utilize the AMS Budget Submission to advocate for increased funding for staffing and to improve the registration systems, the connection process between Faculty and CfA Advisors, and improve the front-end website.

ACTION ITEM C

Publish Comprehensive List of Available CfA Accommodations

Target Completion: January

Work with the CfA to expedite the release of a comprehensive list of accommodations available through the Centre for Accessibility.

ACTION ITEM D

Advocate for the Creation of an Exam Testing Centre

Target Completion: October (Budget Submission), Multi-Year

Work with the Student Union Okanagan (SUO) to understand the challenges and successes of the Exam Testing Centre on the Okanagan campus and utilize the AMS Budget Submission to advocate to the VPS Office to create a similar Exam Testing Centre designated for writing standing deferred (SD) and supplemental exams on the Vancouver campus.

ACTION ITEM E

Advocate for Greater Flexibility in Writing Standing Deferred Exams

Target Completion: April, Multi-Year

Advocate to Enrolment Services and VPS Office to allow students the opportunity to write Term 1 SD exams closer to the initial examination time instead of exclusively in the summer term, allowing students to be tested on material within a reasonable time.

Executive Goals: Office of the Vice President External Affairs

Prepared by: Solomon Xingtian Yi-Kieran,
Devina Singh & Hugh Chan

Goal 1

Increasing and Improving Housing for Students

Goal 2

Improving Transportation for Students

Goal 3

Strengthening Alliances and Partnerships

Goal 4

Lobbying at All Levels

Appendix A

Campaign Platform Quotes and Related Goals

Appendix B

Removed or Transferred Goals from Campaign Platform



Goal 1: Increasing and Improving Housing for Students

Main Strategic Priority: Delivering Results

“For the AMS, advocacy does not mean trying—it means being successful in those calls to action, no matter how ambitious they are. We will strive to be meaningful, pragmatic, and effective in our advocacy, taking a data-driven approach.”

Housing is one of the greatest concerns facing students at UBC; only 14,000 of our 61,000 students have housing on campus, student residences aren’t protected by provincial tenancy rights, and there’s a lack of affordable housing near campus. This makes it one of our biggest advocacy priorities. Through tackling renters’ rights and pushing for zoning friendlier to student needs, we can ensure future students have an improved housing situation.

ACTION ITEM A

Student Tenancy Rights Report

Target Completion: March

Compile a detailed report on the history of AMS rental rights campaigns, issues with the lack of student tenant rights and suggestions for how future AMS executives can work to lobby the government and university for tenant protections.

ACTION ITEM B

Lobby for Affordable Housing on the UEL

Target Completion: July (Meeting Housing Minister and Premier), October-December (Bring to Provincial Lobby Days)

Present a data-driven lobby brief advocating for increased allocations of non-market rental housing on the University Endowment Lands Area D to the Provincial Minister of Housing and Municipal Affairs and Premier.

Goal 2: Improving Transit for Students

Main Strategic Priority: Organizational Excellence

“We will work with students and leverage key stakeholder relationships to advance knowledge during the planning process and to ensure seamless integration during the rollout stages.”

UBC is a commuter school; our students live across every city in the Lower Mainland and many students commute multiple hours a day by transit and by car. For over a decade, UBC and the AMS have pushed for a SkyTrain Extension to UBC (UBCx), which would bring 80% of UBC students and 73% of UBC staff under 1 hour away from UBC by transit. By engaging and mobilizing students, we can legitimize and bolster our calls for important transit improvements.

ACTION ITEM A

High Impact UBCx Petition Campaign

Target Completion: October

Publish a petition calling for Provincial and Federal action on the UBC SkyTrain Extension, with a goal of 10,000 signatures from students, faculty, and community members to show community support for the project.

ACTION ITEM B

Amplify Student and Community Voices for UBCx

Target Completion: September

Mobilize 1,000 UBC students, UBC faculty, and Vancouver community members to come out to a rally for UBCx in September to raise media and political awareness for UBCx. Work with student and community groups to increase turnout and visibility.

ACTION ITEM C

Government Lobbying for UBCx

Target Completion: December

Bring the petition to Vancouver City Council to get them to endorse our asks of the Provincial and Federal Governments through a City Council Motion. Bring the petition, a data-driven brief, and municipal support to Provincial Lobby Days.

ACTION ITEM D

Lobby for Increased UBC Bus Service

Target Completion: March

Work with transit organizations to lobby TransLink and the Provincial Government for increased service on UBC routes, including HandyDART.

Goal 3: Strengthening Alliances and Partnerships

Main Strategic Priority: Collaborative Leadership

“The AMS is one of the most unique organizations with the vast number of stakeholders ... both within the AMS umbrella and external to our community. 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.”

As student advocates, one of our greatest strengths is our numbers. By bringing representatives from student unions across BC and Canada together, we can further strengthen the reach and legitimacy of our advocacy asks, share ideas, and coordinate on strong campaigns.

ACTION ITEM A

Open Letter for the Youth Climate Corps

Target Completion: August (open letter published)

Create an open letter by BC3 with sign-on from student unions across the country calling for the federal government to increase funding for the Youth Climate Corps and enshrine the YCC in the 2026 Federal Budget.

ACTION ITEM B

BC Ferries Student Rate

Target Completion: October – December (BC Provincial Lobby Days), January (Lobby BC Ferries), October (BC3 Open Letter)

Alongside BC3 and ABCS, present business proposals to the BC Ministry of Transportation and the BC Ferries Authority and Commission to create a student rate, ideally \$10, on BC Ferries.

ACTION ITEM C

Formalize Relations with Student Organizations

Target Completion: Monthly

Establish regular meetings with BC3, ABCS, and BCFS to share ideas, promote cooperation, and coordinate on lobby goals, including Provincial and Federal lobby trips.

Goal 4: Lobbying at All Levels

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. The AMS will stand out as a student society that delivers successful advocacy for its members.”

As students, we are impacted by an intersection of issues. As student representatives, it is our responsibility to advocate for issues that affect students from all walks of life, ages, and needs. From pushing for support for graduate research assistants to supporting food security and improving accessibility, lobbying to move the needle ensures we are standing up for all of our members.

ACTION ITEM A

Advocate for Student Workers

Target Completion: June (BC Budget Consultation), October-December (BC Lobby Days)

Advocate for increased funding to the BC Labour Relations Board and for ensuring the BC Labour Relations Code covers Graduate Research Assistants.

ACTION ITEM B

Improve Accessibility for Students

Target Completion: October-December (BC Lobby Days), March (Federal Lobby Days)

Lobby the Federal Government for an increase to the Canada Disability Benefit from \$200 a month to \$500 a month. Lobby the Federal Government to improve disability student loan forgiveness to ensure students can still access financial aid.

ACTION ITEM C

Food Security Funding Campaign

Target Completion: January (begin rollout of campaign), March (finish phase 1 of campaign)

Work with BC3, ABCS, BCFS, and other student unions to create a 2-term lobby campaign calling for the Provincial Government for funding for Student Union foodbanks across BC.



Executive Goals: Office of the Vice President Finance

Prepared by: Gagan Parmar, Nathan Shack,
Laiba Muhammad & Tulsi Bhandari

Goal 1

Accounting System and Process Enhancements

Goal 2

Transparent Financial Reporting

Goal 3

Strengthening Financial Resources for Subsidiaries

Goal 4

Ensuring Financial Sustainability

Goal 5

Develop Guiding Framework for AMS/GSS Health &
Dental Plan

Appendix A

Campaign Platform Quotes and Related Goals

Appendix B

Removed or Transferred Goals from Campaign Platform



Goal 1: Accounting System and Process Enhancements

Main Strategic Priority: Operational Excellence

“To support a service-oriented mindset, we will transform the standard we hold ourselves to when it comes to improving internal AMS processes. To us that means delivering an efficient financial management system...”

To improve AMS financial operations by streamlining processes, enhancing accounting systems, and strengthening internal controls thereby delivering a more efficient and service-oriented financial management system.

ACTION ITEM A

Consolidate non-ICA signing and payment submission into one process

Target Completion: June-July (Process Flow Design), August (Final Implementation)

Consolidating the signing process of non-Independent Contractor Agreement contracts and subsequent payment submission into a single flow process to ensure efficient and timely payment.

ACTION ITEM B

Introduce the Invoice Batch Processing (IBP) payment system to subsidiaries

Target Completion: July-August (Pilot Program), September-October (Feedback and Revision), November (Final Implementation)

The IBP payment system allows for efficient processing of high-volume invoice submissions as opposed to the current system where invoices are submitted one-at-a-time.

ACTION ITEM C

Simplify the revenue invoice requisition process through a dedicated form

Target Completion: June (Process Flow Design), July (Final Implementation)

Create a Gravity Forms page on the website where subsidiaries can request revenue sponsorship invoices to be processed and directly sent to vendors whereas the current process involves certain redundancies.

ACTION ITEM D

Consolidate treasurer info into shared file across portfolios

Target Completion: June (Process Flow Design), July (Final Implementation)

Create a shared file containing treasurer information and signatures across the Accounting Department, VP Admin Office, and VP Finance Office to strengthen internal controls with regards to payment verification.

ACTION ITEM E

Enhance and modify the internal accounting systems in close collaboration with Accounting Department

Target Completion: August-September (Feedback Solicitation), October-March (Testing and Implementation)

Solicit feedback from VP Finance Caucus and Accounting Department for enhancements to internal systems such as Business Central and Continia to ensure the interface best serves their needs.

ACTION ITEM F

Implement feasible internal controls as recommended by the Society's auditors

Target Completion: September (Identify recommendations), October-March (Implementation)

Once the Society's audit has been completed and the recommendations from the Society's auditors have been provided, work in close collaboration with the Accounting Department to implement the suggested enhancements wherever feasible and considerate of capacity and resource constraints.

Goal 2: Transparent Financial Reporting

Main Strategic Priority: Operational Excellence

“Because a relationship of trust with our general membership is paramount...sincerity is a commitment to being good-hearted and transparent across all facets of the organisation...”

By ensuring detailed breakdowns of the Society's finances along with initiatives, we ensure trust and build good-faith while ensuring we are engaging in open communication with our student body.

ACTION ITEM A

Include high-level updates on fund usage within quarterly reports

Target Completion: September (Q1 Report), January (Q2 Report), March (Q3 Report)

Provide high-level updates on fund usage figures within all quarterly report in addition to the standard Funds and Fees Report in Q2 to ensure health and stability of the Society's funds.

ACTION ITEM B

Expand dashboards on the website with regards to usage of student facing funds

Target Completion: September (Implementation), October-April (Monthly update)

Expand the dashboard page on the website to include the Competitive Athletics Fund, Sustainability Projects Fund, Constituency Aid Fund, and Student Initiative Fund to promote transparency into the disbursement of aforementioned funds.

ACTION ITEM C

Modify the AMS's budget spreadsheet to provide detailed breakdown and understanding of allocated expenditures

Target Completion: August (Implementation)

The AMS's budget spreadsheet will be modified to include notes and commentary along with providing detailed breakdowns of lump-sum line items to ensure the student body has a clearer understanding of the Society's expenditure.

ACTION ITEM D

Equip constituencies and other fee-receiving groups with the tools and resources to ensure their financials are published

Target Completion: July (Budget template), July-August (Consultation), and September (Implementation)

Provide fee-receiving groups with customised budget and reporting templates to ensure their finances are publicly accessible to their constituents and the wider student body.

Goal 3: Strengthening Financial Resources for Subsidiaries

Main Strategic Priority: Cultivating a Sense of Belonging

“We are fortunate to have the high-calibre subsidiary organisation that put their heart and soul into making this campus a more fun and welcoming space for all students. We will, therefore, put our complete heart and soul into supporting our subsidiary organisations to fulfill their needs...”

By strengthening financial tools, training, and collaboration, we are empowering clubs and constituencies to operate more effectively and sustainably. These efforts enhance transparency, reduce administrative barriers, and build long-term financial capacity while ensuring our subsidiaries can continue delivering impactful student experiences.

ACTION ITEM A

Enhance the Canvas Treasurer Course and treasurer training to meet the needs of subsidiaries

Target Completion: July

Host additional training workshops during both Winter terms to equip treasurers with the most up-to-date knowledge and including video walkthroughs for all major submission processes in the Canvas Treasurer Course to ensure clearer understanding.

ACTION ITEM B

Develop a sponsorship guide/framework for subsidiary use

Target Completion: August

Partner with the President's Office to develop a sponsorship guide that provides resources and tips on sourcing sponsorships whether they be monetary or in-kind.

ACTION ITEM C

Increase accessibility of making payments through AMS Corporate Credit Card

Target Completion: July

Create and publish a dedicated request form on the website whereby subsidiaries can provide the relevant information needed to make payments through the AMS Corporate Credit Card.

ACTION ITEM D

Explore the interest and feasibility of an AMS Constituency Endowment Fund for the usage of awards

Target Completion: August-September (Exploring feasibility and interest), October-January (Governance structure), February-March (Final Implementation)

In collaboration with VP Finance Caucus and individual constituencies, explore the interest and feasibility of an AMS Constituency Endowment Fund whose interest would be used for the purpose of providing awards.

ACTION ITEM E

Explore feasibility of auto-generated variance reports for constituencies

Target Completion: October-November (Feasibility stage), December-January (Pilot and testing), February-March (Comprehensive roll out)

Working in close collaboration with the Accounting Department, explore the addition of automatic constituency variance reporting through the AMS's accounting system.

ACTION ITEM F

Provide process flow templates/checklists for subsidiaries to minimise submission errors

Target Completion: July (Design phase), August (Implementation)

Create templates and checklists that subsidiaries can customise to their needs for the proper functioning of an internal finance portfolio.

Goal 4: Ensuring Financial Sustainability

Main Strategic Priority: Operational Excellence

“A key challenge to overcome in the next 5 years as we recover from the financial deficit...will be to discover creativity within ourselves with respect to revenue generation and income streams apart from membership fees collection.”

By optimising the AMS's investment portfolio and aligning it with inflation and spend rates, the Society is actively seeking alternative revenue sources. Concurrently, a limited internal refresh of the AMS's 3 Year Financial Plan ensures key metrics and targets are reflective of current financial realities.

ACTION ITEM A

Optimise the AMS's investment portfolio by aligning our risk tolerance and asset allocation

Target Completion: August-October (Consultation with Investment Managers and FinCom), November-January (FN1 policy review and implementation)

Ensure that the AMS's investments are delivering the returns consistent with the Society's risk appetite.

ACTION ITEM B

Establish processes for consistent reporting of progress on 3 Year Financial Plan

Target Completion: October

Report on progress of Year 1 of the Financial Plan once the Society's financial statements have been audited while additionally setting up processes to ensure consistent quarterly review.

ACTION ITEM C

Re-assess key metrics and targets of Year 2 and Year 3 of the Plan

Target Completion: December

Using the data from the audited statements and Year 1 progress report, ensuring that key metrics and target for Year 2 and Year 3 reflect updated financial situation while ensuring original intent of the Financial Plan continues to be met.

Goal 5: Develop Guiding Framework for AMS/GSS Health and Dental Plan

Main Strategic Priority: Operational Excellence

“Data-driven decision making and public engagement are vitally important. For this reason, we will work with students and leverage key stakeholder relationships to advance knowledge...”

The AMS/GSS Health and Dental Plan has undergone significant changes over the last few years, and this goal seeks to provide a framework for managing the Plan and effective decision making that caters to the need of the wider student body.

ACTION ITEM A

Establish a framework that will aid and guide the future management of the AMS/GSS Health and Dental Plan

Target Completion: July-September (Consultation with H&D Committee), September-December (Focus groups and wider consultation), February-March (Final Implementation)

Work in close collaboration with the GSS, affiliated colleges, plan administrator, benefits consultant, and the wider student body to ensure that future changes to the management of the Plan cater to their needs.

Executive Goals: Office of the Vice President Administration

Prepared by: Dylan Evans, June Lam,
Nikhil Narula, Jaiya Panchi & Saumya Gupta

Goal 1

Optimizing and Expanding AMS Infrastructure

Goal 2

Advancing Sustainability and Environmental Impact

Goal 3

Developing Long-term Subsidiary Support

Goal 4

Increasing Nest Functionality

Appendix A

Campaign Platform Quotes and Related Goals



Goal 1: Optimizing and Expanding AMS Infrastructure

Main Strategic Priority: Operational Excellence

“We should only strive to take on capital projects that matter to our membership and carefully consider a project’s lifespan, taking into account often overlooked stages such as upkeep and after-lifespan requirements.”

AMS infrastructure is operating at or near capacity, limiting flexibility for events, services, and student group activities. To address this, AMS will optimize space utility in the Nest, complete outstanding capital projects, expand accessible bookable areas, and implement sustainable planning processes to guide future infrastructure investments.

ACTION ITEM A

Ensure efficient space utilization to fully leverage the Nest for Students

Target Completion: September (Review & Implementation), December (Framework)

Conduct a thorough review of current Nest space allocations and usages to allow for effective reallocations and space distribution while also drafting guidelines and frameworks to ensure long-term effective space usage.

ACTION ITEM B

Maximize Utilization of AMS Spaces

Target Completion: November

Partner with the President to develop and promote a process that allows for short-notice use of vacant AMS rooms (e.g. meeting rooms), increasing flexibility for student-led events and maximizing space utilization.

ACTION ITEM C

Comprehensive Capital Projects Implementation

Target Completion: Year-long (Project Specific)

Assess feasibility of implementation and review the state of new and stalled capital projects, including - but not limited to - sustainability initiatives, graduating class gifts, capital projects, and other projects in partnership with the University.

ACTION ITEM D

Long-term Capital Projects Framework

Target Completion: December

Develop and implement processes to support the sustainable allocation of Graduating Class Gifts and Sustainability projects funding and ensure long-term follow-through with capital projects.

Goal 2: Advancing Sustainability and Environmental Impact

Main Strategic Priority: Operational Excellence

“Continue to foster social connection and cohesion through design and use of exterior and interior spaces...”

AMS Sustainability must reaffirm its commitment to environmental leadership by embedding tangible ecological outcomes, not only within the 2025/2026 Sustainability Priorities, but also the broader long-term strategy. This goal focuses on strengthening the AMS’s capacity to address environmental impact, climate change, biodiversity loss, and resource inefficiency through structured objectives and targeted actions.

ACTION ITEM A

Sustainability Plan Review and Alignment

Target Completion: February

Conduct a comprehensive review of the AMS Sustainable Action Plan (ASAP) to ensure alignment with current best practices, sharpen its focus on ecological impact, and introduce measurable targets related to environment, conservation, and climate action.

ACTION ITEM B

Carbon and Energy Reduction

Target Completion: September (AMS Carbon Inventory), December (Pilots), February (Strategy & Policy)

Build on the AMS’s Net-Zero Emissions goal by deepening efforts to reduce carbon emissions and energy use across operations through infrastructure and internal policies while conducting a comprehensive carbon inventory and audit of AMS Operations.

ACTION ITEM C

Advancing Zero Waste and Circular Economy

Target Completion: September (CityPod), December (Pilots)

Strengthen zero-waste systems and circular economy practices by reactivating composting infrastructure and improving waste diversion rates across AMS operations utilizing pilot programs to gauge feasibility.

ACTION ITEM D

Green Building and Infrastructure

Target Completion: September (Action Plan), February (Strategy & Policy)

Ensure AMS facilities not only meet high standards of sustainability but actively contribute to environmental goals by exploring the implementation of ecological enhancements through innovative green infrastructure.

Goal 3: Developing Long-term Subsidiary Support

Main Strategic Priority: Cultivating a Sense of Belonging

“We are fortunate to have the high-caliber subsidiary organizations that put their heart and soul into making this campus a more fun and welcoming space for all students. We will, therefore, put our complete heart and soul into supporting our subsidiary organizations...”

To ensure lasting and sustainable subsidiary supports the AMS must focus on usability, communication, and organizational support. This involving upgrades to digital tools to be more user-friendly, establishing clear guidelines to promote consistent messaging, evaluating current practices for efficiency gains, and creating structured processes that ensure reliable, ongoing support for clubs and subsidiaries. These steps will create a more streamlined and effective administrative framework for AMS.

ACTION ITEM A

Clubs Directory Enhancement

Target Completion: September

Support the improvement of the AMS Clubs Directory to improve its search bar results navigability and consistency, ensuring an intuitive platform that facilitates student engagement and promotes organizational visibility.

ACTION ITEM B

Strengthen Club Promotion

Target Completion: September (Guidelines), January (Implementations)

Establish comprehensive media and communications guidelines for working with clubs, prioritizing the consistent promotion of club-centered and club-featured content, enhancing the visibility of student organizations across AMS media platforms.

ACTION ITEM C

Optimize Subsidiary Operations

Target Completion: September

Undertake comprehensive reviews of AMS clubs and subsidiaries to identify areas for operational improvement, streamline support systems, and enhance the overall experience for student organizations.

ACTION ITEM D

Establish a Sustainable Clubs Framework

Target Completion: February

Develop and implement a comprehensive framework for yearly club processes, communications, and procedures to ensure sustained, consistent, and effective support for student organizations over the long-term.

Goal 4: Increasing Nest Functionality

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.”

To maximize their effectiveness, students require dependable infrastructure such as accessible printing stations, efficient room booking systems, and ample study spaces. By prioritizing these operational improvements, students can spend less time managing logistics and more time fostering a productive and supportive academic environment.

ACTION ITEM A

Implement Printing Stations Within the Nest

Target Completion: January

Install and integrate accessible printer facilities within the AMS Student Nest to enhance convenience and support for student academic needs.

ACTION ITEM B

Optimize the Room Booking System

Target Completion: September

In partnership with the President, explore the feasibility of an AMS room booking system that is automated, user-friendly, and transparent, allowing users to easily submit requests and have them automatically booked (small-medium rooms) or track the status of their bookings in real time (unique venues).

ACTION ITEM C

Maximize Academic Study Spaces

Target Completion: September (Implementation), December (Framework)

Increase and optimize the availability of dedicated study areas within the AMS Student Nest during peak academic periods (exams/midterms) to better accommodate student academic needs and foster a productive learning environment – exploring the development of policy for long-term dedication to study areas.

ACTION ITEM D

Ensure a Safe and Secure Nest

Target Completion: December

Evaluate and work to address safety considerations within the AMS Student Nest to ensure a secure, inclusive, and supportive environment for all students, staff, and visitors to work, study, and engage.

Interim Executive Goals: Office of the Vice President Student Life

Prepared by: Kevin Heieis

Goal 1

Develop the New Position

Goal 2

Enhance UBC Campus Life

Goal 3

Strengthen Planning, Safety, and Accessibility of
Campus Programming

Goal 4

Fortify Collaborations Between Campus Organizations



Goal 1: Develop the New Position

Main Strategic Priority: Delivering Results

“When our membership calls on us to advocate for an issue close to their hearts, we will work with groups and do our necessary due diligence to assess the feasibility and develop strategies.”

Students mandated the creation of the VP Student Life executive role to build support for student groups, expand campus-wide social programming, and assist with mental health initiatives. The practical implications of this role and the specific places to address these needs with the highest impact must be investigated to allow for long term progress and effective transition.

ACTION ITEM A

Consult with Stakeholders to Identify Mental Health and Social Programming Challenges

Target Completion: July

Consult student groups including clubs, constituencies, resource groups, AMS services, as well as non-society groups such as RHA, TAC, SAC, UBC Sororities, and IFC with consideration for different student demographics such as commuter, transfer, and upper-year students to support development of future priorities.

ACTION ITEM B

Collect and Analyze Quantitative Data to Support Student Life Decision Making

Target Completion: December

Collect new data or find existing data to that helps identify target areas of social or mental health challenges within UBC campus life.

ACTION ITEM C

Build Out a Multi-Year Student Life Plan

Target Completion: August

Develop a multi-year strategic student life plan outlining target milestones for long-term initiatives commenced during the interim period for the recently formed VP Student Life role.

Goal 2: Enhance UBC Campus Life

Main Strategic Priority: Exceptional Programming

“It’s in the programming delivered where many students find their community and create memories that last a lifetime.”

Identity is the heart of community. Building clear identity in campus communities improves inclusivity by reducing barriers for students to form connections, but identity is not limited to campus groups. It expands to individual events, the AMS, and UBC. Expanding campus identity requires effective branding and collaboration between organizations.

ACTION ITEM A

Enhance Coordination for 2025 Welcome Back and Orientations Programming

Target Completion: September

Improve coordination and collaborations between the AMS, UBC Athletics and Recreation, and UBC CSDL for Jump Start, Imagine Day, AMS First Week, and Constituency orientations to set the tone of the year and create positive momentum for student engagement.

ACTION ITEM B

Establish a Working Group to Expand 2026 Welcome Back and Orientations Programming

Target Completion: October

Collect new data or find existing data to that helps identify target areas of social or mental health challenges within UBC campus life.

ACTION ITEM C

Create Accessible and Engaging Methods to Bring Awareness and Hype to Campus Events

Target Completion: August (for Fall calendar), December (for Spring calendar)

Build out semesterly calendars for campus wide events that balances exposure of different communities and interests, built in collaboration with partner organizations and subsidiaries to optimize campus-wide scheduling in a clear system. Explore different ways of sharing this information such as through Instagram, Bounce, or physical displays.

ACTION ITEM D

Enhance Partnership with Varsity Sport Organizations

Target Completion: July

Investigate re-creation of the Blue and Gold Society, building collaboration between TAC, UBC Cheer, UBC Marching Band, UBC Athletics and Recreation, and other interested student groups to enhance student experiences at varsity events.

ACTION ITEM E

Produce a New Staple Piece of Campus Merchandise in Collaboration with UBC Athletics and Recreation

Target Completion: August

Develop a staple piece of merchandise such as a casual baseball jersey that's designed to promote identity with the Thunderbirds and the AMS, and which is produced to be as accessible as possible to students.

Goal 3: Strengthen Planning, Safety, and Accessibility of Campus Programming

Main Strategic Value: Student First

“The AMS will serve the full picture of student life, making our campus environment safer, healthier, affordable and accessible. More fun, more social and more fulfilling.”

Our campus is diverse in lived experiences, backgrounds, cultures, and accessibility needs. It is vital that campus events are planned with more than just attendance or finances in mind, but also with strong consideration of the impact programs have on individual experiences.

ACTION ITEM A

Expand Programming Resources

Target Completion: January

Develop a framework for campus event planning specific to student groups which considers the number of attendees, food, alcohol, space, and activity parameters to describe location options, booking requirements, and guidelines to promote effective, safe, and inclusive event planning.

ACTION ITEM B

Investigate Accessibility Challenges for Campus Events

Target Completion: September

Consult with the UBC Accessibility Committee, DUC, DAG or other campus accessibility groups alongside AMS Events and AMS Services to review or develop event accessibility planning processes to support AMS and student lead events.

Goal 4: Fortify Collaborations Between Campus Organizations

Main Strategic Priority: Cultivating a Sense of Belonging

“We will put our complete heart and soul into supporting our subsidiary organizations to fulfill their needs as they see fit, promoting and investing in campus collaboration, school spirit, and being intentional in encouraging inclusive participation in events.”

Campus groups deserve to have a strong sense of pride felt by their students. Increased collaboration and competition will help build distinguished identities within constituencies or other campus groups.

ACTION ITEM A

Rejuvenate Interfaculty Cup

Target Completion: September Return interfaculty cup to a competition of spirit between constituencies worthy of the historic trophy, encouraging physical activity and bonding between students in an inclusive and engaging multi-day event.

ACTION ITEM B

Restart Interfaculty Mental Health Week

Target Completion: November

Host cross-constituency mental health events that bond students together through collaborative training events, speaker series, and educational sessions. Focus on developing shared knowledge around sexual education, relationship building.

ACTION ITEM C

Promote and Support Facilitation of Collaborative Events Between Different Student Groups

Target Completion: Ongoing

Support constituencies that show interest in collaborating on social, professional, or other events by providing oversight and facilitating communication. Meet regularly with student group social/event coordinators.

ACTION ITEM D

Provide Direct Event and Community Building Training to Constituencies

Target Completion: August

Develop and present a session or series of sessions to constituency VP's or social coordinators around event planning, event budgeting, sponsorships, community building, marketing, branding, and relationship building.

Appendix A: Campaign Platform Quotes & Related Goals

OFFICE OF THE PRESIDENT: Riley Huntley

Quote	Related Goal
<p>“We will put the needs of the student body above personal gain, ensuring continuity across administration and prioritize long term-growth over short-term talking points.”</p> <p><i>See: Campaign Website</i></p> <p>“My priority is ensuring the AMS remains stable, responsible and focused on improving the student experience.”</p> <p><i>See: AMS Candidate Bio</i></p> <p>“The AMS will enhance its organizational effectiveness by investing in its people, improving internal coordination and knowledge transfer, and establishing systems that ensure consistent service delivery across changing student leaders.”</p> <p><i>See: AMS Strategic Plan, p. 9</i></p>	Goal 1
<p>“[Ensuring] continuity across administrations ...”</p> <p><i>See: AMS Candidate Bio</i></p> <p>“Enhance the role of permanent staff in supporting long term initiatives and maintaining institutional knowledge.”</p> <p><i>See: AMS Strategic Plan, p. 9</i></p> <p>“[Ensuring] the AMS remains stable [and] responsible ...”</p> <p><i>See: AMS Candidate Bio</i></p>	Goal 1A
<p>“Improve decision-making transparency and accountability among elected student leaders and operation staff ...”</p> <p><i>See: AMS Strategic Plan, p. 9</i></p> <p>“Every dollar students contribute should go toward meaningful change.”</p> <p><i>See: AMS Candidate Bio</i></p>	Goal 1B

Quote	Related Goal
<p>“Codify knowledge transfer protocols between outgoing and incoming executives to support continuity.”</p> <p><i>See: AMS Strategic Plan, p. 9</i></p> <p>“[Ensuring] continuity across administrations...”</p> <p><i>See: AMS Candidate Bio</i></p>	<p>Goal 1C</p>
<p>“Fix the broken AMS room booking system.”</p> <p><i>See: AMS Candidate Bio</i></p> <p>“Modernize outdated policies and practices to reflect current student needs and organizational capacity.”</p> <p><i>See: AMS Strategic Plan, p. 10</i></p>	<p>Goal 1D</p>
<p>“We will operate in good faith and trust that those we work with inside the organization have the best interest of the AMS in mind and with our partnerships within campus and beyond, we will always strive to achieve our goal to serve the UBC student body.”</p> <p><i>See: Campaign Website</i></p> <p>“To succeed, the AMS must cultivate enduring, trust-based relationships with students, partners, and communities. This requires listening, collaborating, and aligning priorities.”</p> <p><i>See: AMS Strategic Plan, p. 6</i></p> <p>“Collaborative leadership [...] demands mutual accountability, respect, and co-owner ship of student-centred outcomes.”</p> <p><i>See: AMS Strategic Plan, p. 7</i></p>	<p>Goal 2</p>
<p>“Every dollar students contribute should go toward meaningful change.”</p> <p><i>See: AMS Candidate Bio (emphasizing transparency & student-centred planning)</i></p> <p>“Leverage Council and student leaders as co-creators in shaping the AMS’s goals and direction.”</p> <p><i>See: AMS Strategic Plan, p. 6</i></p>	<p>Goal 2A</p>
<p>“Strengthen relationships with alumni to support long term institutional knowledge and continuity.”</p> <p><i>See: AMS Strategic Plan, p. 7</i></p>	<p>Goal 2B</p>

Quote	Related Goal
<p>“We will always strive to achieve our goal to serve the UBC student body.”</p> <p><i>See: Campaign Website (underscore whole student body representation)</i></p> <p>“Support the Graduate Student Society in enacting the recommendations from the GSS’ 2023 Annual Briefing to the UBC Board, including:</p> <p>Introduction of satisfaction surveys regarding the graduate student-supervisor relationship with public reporting of the data; Mandatory cultural safety and humility training for supervisors</p> <p>Improvements to UBC whistleblower and retaliation prevention policies to ensure students are not afraid to report unacceptable behaviour</p> <p>And the introduction of workshops on graduate supervisor relationships and student rights. Graduate student-supervisor relationships play a crucial role in academic success, yet power imbalances, unclear expectations, and a lack of transparency can create significant challenges. Let’s equip graduate students with the tools to set clear expectations, manage conflicts, and seek assistance when needed.”</p> <p><i>See: Campaign Website</i></p>	<p>Goal 2C</p>
<p>“Ensure inclusive representation by expanding collaboration with GSS and other student organizations.”</p> <p><i>See: AMS Strategic Plan, p. 6</i></p>	<p>Goal 2D</p>
<p>“Create safer, more inclusive campus experiences for all students.”</p> <p><i>See: Campaign Website</i></p> <p>“Foster healthier, more inclusive campus communities through respite engagement and shared values.”</p> <p><i>See: AMS Strategic Plan, p. 7</i></p>	<p>Goal 2E</p>

Quote	Related Goal
<p>“These aren’t ideas-they’re necessary actions to make students’ lives more affordable and accessible.”</p> <p><i>See: AMS Candidate Bio</i></p> <p>“Embed AMD Resource Groups as core partners in advocacy, decision-making, and service delivery.”</p> <p><i>See: AMS Strategic Plan, p. 7</i></p>	<p>Goal 2F</p>
<p>“To support a service-oriented mindset, we will transform the standard we hold ourselves to when it comes to improving internal AMS processes [...] a culture of in-personal engagement complemented by formal data collection and ensuring student concerns are always addressed in a timely manner.”</p> <p><i>See: Campaign Website</i></p> <p>“Fix the broken AMS room booking system.”</p> <p><i>See: AMS Candidate Bio</i></p> <p>“The AMS will foster operational excellence by improving responsiveness, internal efficiency, and service quality.”</p> <p><i>See: AMS Strategic Plan, p. 9</i></p> <p>“Implement systems that consistently reflect high service standards and continuous improvement.”</p> <p><i>See: AMS Strategic Plan, p. 9</i></p>	<p>Goal 3</p>
<p>“Student concerns are always addressed in a timely manner.”</p> <p><i>See: Campaign Website</i></p> <p>“Develop and implement service standards and accountability mechanism across AMS operations.”</p> <p><i>See: AMS Strategic Plan, p. 9</i></p>	<p>Goal 3A</p>
<p>“Increase student financial aid, secure long-term food security funding [...]”</p> <p><i>See: Ballot Bio</i></p> <p>“Every dollar students contribute should go toward meaningful change.”</p> <p><i>See: AMS Candidate Bio</i></p>	<p>Goal 3B</p>

Quote	Related Goal
<p>“I will increase the AMS’ financial transparency by publishing a simplified AMS budget summary so students know exactly how their fees are being spent. I will hold AMS Executives accountable by building on the AMS Three Year Financial Plan’s variance reports by ensuring that mandatory monthly spending reports showing any variances from their allocated budget and preventing wasteful spending and ensuring financial responsibility, will be delivered to the AMS’ Finance Committee for approval, and will be publicized on the AMS’ website so students can see how their fees are being spent without having to dig through pages and pages”</p> <p><i>See: Campaign Website</i></p> <p>“Ensure financial decision-making is transparent, student informed, and focused on impact.”</p> <p><i>See: AMS Strategic Plan, p. 10</i></p>	
<p>“Ensure that the voices of council and AMS clubs, constituencies, resource groups, and campus partners are featured prominently in the upcoming triennial review of all AMS Services.”</p> <p><i>See: Campaign Website</i></p> <p>“Establish periodic service reviews that are structured, inclusive, and performance-informed.”</p> <p><i>See: AMS Strategic Plan, p. 9</i></p>	Goal 3C
<p>“Create safer, more inclusive campus experiences for all students.”</p> <p><i>See: Campaign Website</i></p> <p>“Strengthen core AMS programs that enhance student safety and well-being.”</p> <p><i>See: AMS Strategic Plan, p. 8</i></p>	Goal 3D
<p>“Reconnecting past leaders to the future of student advocacy and develop a network for enduring connection.”</p> <p><i>See: Campaign Website</i></p> <p>“Strengthen long-term resource development through alumni engagement and philanthropy.”</p> <p><i>See: AMS Strategic Plan, p. 7</i></p>	Goal 3E

Quote	Related Goal
<p>“We are fortunate to have the high-caliber subsidiary organizations that put their heart and soul into making this campus a more fun and welcoming space for all students. We will, therefore, put our complete heart and soul into supporting our subsidiary organizations.”</p> <p><i>See: Campaign Website</i></p> <p>“The AMS will cultivate a stronger sense of belonging by creating accessible, inclusive spaces and supporting student-led programming.”</p> <p><i>See: AMS Strategic Plan, p. 7</i></p>	<p>Goal 4</p>
<p>“Fix the broken AMS room booking system.”</p> <p><i>See: AMS Website Candidate Bio</i></p> <p>“Overhaul the AMS room booking system to make it automated, user-friendly to submit requests, and display the status of room booking requests.”</p> <p><i>See: Campaign Website</i></p> <p>“Reduce administrative barriers that prevent equitable and efficient access to AMS spaces.”</p> <p><i>See: AMS Strategic Plan, p. 6</i></p>	<p>Goal 4A</p>
<p>“Fix the broken AMS room booking system.”</p> <p><i>See: AMS Website Candidate Bio</i></p> <p>“Maximize the availability of student spaces for informal and organized uses alike.”</p> <p><i>See: AMS Strategic Plan, p. 6</i></p>	<p>Goal 4B</p>
<p>“Conduct a textbook audit in partnership with AMS constituencies to identify underutilized textbooks (never opened or used once), working with faculties to eliminate redundant materials and offer additional one-time funding for open educational resources.”</p> <p><i>See: Campaign Website</i></p> <p>“Advance affordability by promoting open educational resources and reducing reliance on costly materials.”</p> <p><i>See: AMS Strategic Plan, p. 8</i></p>	<p>Goal 4C</p>

Quote	Related Goal
<p>Provide booking spaces for clubs, undergraduate societies, and resource groups in the new Rec Centre North building.</p> <p><i>See: Campaign Website</i></p> <p>“Expand access to multipurpose, student-centered spaces that support community-building and physical well-being.”</p> <p><i>See: AMS Strategic Plan, p. 6</i></p>	<p>Goal 4D</p>
<p>“Through operational excellence, we will be intentional to create welcoming spaces that enrich the community, catering to different needs and preferences of our membership. We are committed to cultivating a sense of belonging for our members through an integrated approach with our subsidiaries, academic support, and creating an inclusive campus culture.”</p> <p><i>See: Campaign Website</i></p> <p>“In order for these programs to support others, it is important to prioritize the wellness of the employees and operations behind the services that students expect and depend on.”</p> <p><i>See: Campaign Website</i></p> <p>“Equity, inclusion, and belonging are foundational to everything the AMS does. These values must be woven into our services, governance, operations, and partnerships.”</p> <p><i>See: AMS Strategic Plan, p. 6</i></p>	<p>Goal 5</p>
<p>“Support identity-based student leadership structures that shape AMS priorities.”</p> <p><i>See: AMS Strategic Plan, p. 7</i></p>	<p>Goal 5A</p>
<p>“Prioritize the wellness of the employees and operations behind the services that students expect and depend on.”</p> <p><i>See: Campaign Website</i></p> <p>“Build organizational capacity for equity by embedding inclusive practices in HR, governance, and programming.”</p> <p><i>See: AMS Strategic Plan, p. 7</i></p>	<p>Goal 5B</p>
<p>“GOAL #6: Carry out an EDI Assessment or Review, alongside the Governance and Services reviews occurring this year. Timeline: Completion by April 2023”</p> <p><i>See: AMS Equity and Goals 2022-23 (October 2022)</i></p>	<p>Goal 5C</p>

Quote	Related Goal
<p>“While the Indigenous Strategic Plan Implementation Committee’s terms of reference state ‘Student representatives will be included’, the current composition of the committee includes no students as standing members. [...] I will push for the appointment of a student representative to the committee from the Indigenous Student Society, and ensure that the committee’s terms of reference explicitly state that student representatives will be included in decisions on a monthly basis, not quarterly.”</p> <p><i>See: Campaign Website (directly supports deeper representation and regular engagement with Indigenous students)</i></p> <p>“Ensure Indigenous students have meaningful opportunities to shape AMS direction, services, and partnerships.”</p> <p><i>See: AMS Strategic Plan, p. 7</i></p>	<p>Goal 5D</p>
<p>“Expand financial policies and supports tailored to Indigenous student realities.”</p> <p><i>See: AMS Strategic Plan, p. 7</i></p>	<p>Goal 5E</p>
<p>“Provide additional space in the AMS Nest for Indigenous students to ensure sufficient capacity to support general meetings and cultural activities.”</p> <p><i>See: Campaign Website</i></p> <p>“I will also advocate for the fulfilment of Action #21, dedicating spaces for Indigenous students, faculty and staff to practice and celebrate their cultures.”</p> <p><i>See: Campaign Website</i></p> <p>“Increase space access for underrepresented communities to foster cultural and community-building activities.”</p> <p><i>See: AMS Strategic Plan, p. 7</i></p> <p>“Ensure Indigenous students have meaningful opportunities to shape AMS direction, services, and partnerships.”</p> <p><i>See: AMS Strategic Plan, p. 7 (supports the rationale behind creating and maintaining dedicated, inclusive space in the Nest)</i></p>	<p>Goal 5F</p>

Campaign Platform Links

- [Campaign Website](#)
- [Ballot Bio](#)
- [AMS Website Candidate Bio](#)
- [AMS Strategic Plan - The Next Quinquennial 2023-2028](#)

OFFICE OF THE VICE PRESIDENT ACADEMIC & UNIVERSITY AFFAIRS:
Zarifa Nawar

Quote	Related Goal
<p>“Advocate for the creation of month-to-month off campus rental housing bursary”</p> <p><i>See: Campaign Website</i></p>	Goal 1A
<p>“Ensure that UBC continues to prioritize low-cost, high-density student housing by advocating for the development of more than 3300 beds, as outlined in Campus Vision 2050; and ensure that this is central in the development of the 10-Year Update to the Vancouver Campus Plan.”</p> <p><i>See: Campaign Website</i></p>	Goal 1B
<p>“Ensure that at minimum the \$800,000 multi-year commitment for Food Security Initiatives is renewed and maintained, including supports for the AMS Food Bank and Undergraduate Society Initiatives.”</p> <p><i>See: Campaign Website</i></p>	Goal 1C
<p>“Advocate to increase PhD Students’ Minimum Funding Packages from \$24,000 to \$26,000 and for it to be available beyond 4 years.”</p> <p><i>See: Campaign Website</i></p>	Goal 1D Goal 1E
<p>“Advocate for the creation of Masters Students’ Minimum Funding Packages.”</p> <p><i>See: Campaign Website</i></p>	Goal 1F
<p>“Advocate for timely action and implementation of the remaining Student Affordability Task Force recommendations.”</p> <p><i>See: Campaign Website</i></p>	Goal 1G
<p>“Continue advocating for the creation of a Multi-Year Cost Calculator, as per Student Affordability Task Force Recommendation 2.”</p> <p><i>See: Campaign Website</i></p>	Goal 1H
<p>“Endeavour to review Policy LR4 (Tuition Consultation Policy) to be more realistic and transparent in how students are surveyed.”</p> <p><i>See: Campaign Website</i></p>	Goal 1I

Quote	Related Goal
<p>“Continue opposition to tuition increases by working to meet with individual decision-makers and presenting to them strong affordability arguments while also articulating the harmful impacts of these increases to students.”</p> <p><i>See: Campaign Website</i></p>	Goal 1J
<p>“Continue to advocate for the expansion of need-based aid for international students by working with Enrolment Services to create a mechanism for assessing financial need in foreign countries and reviewing Policy LR10 (Financial Aid).”</p> <p><i>See: Campaign Website</i></p>	Goal 2A Goal 2B
<p>“Advocate for the increase of value per recipient of the International Community Achievement Award from \$5000 to \$10,000 by working with the International Student Initiative for Senate approval.”</p> <p><i>See: Campaign Website</i></p>	Goal 2C
<p>“Advocate for revisions of the tuition allocation model so that 8% of international student tuition goes towards financial aid instead of 7.5%, which allows for more money to be available for needs-based and merit-based aid for continuing international students.”</p> <p><i>See: Campaign Website</i></p>	Goal 2D
<p>“Advocate for the implementation of international student specific career advisors that are able to advise students on Canadian work experience supports, post-graduation employer transitions, post-graduation permanent residency processes, and the navigation of new immigration policies.”</p> <p><i>See: Campaign Website</i></p>	Goal 2E
<p>“Continue advocating for open educational resources (OER) and universal design for learning (UDL) through the Textbook Broke Campaign and Teaching and Learning Champions Campaign”</p> <p><i>See: Campaign Website</i></p>	Goal 3A
<p>“Review the GenAI Teaching and Learning Guidelines to focus more on the integration of GenAI tools like ChatGPT into teaching and learning activities, rather than its prohibition.”</p> <p><i>See: Campaign Website</i></p>	Goal 3B
<p>“Advocate for the permanent extension of the course withdrawal deadline to the last day of classes.”</p> <p><i>See: Campaign Website</i></p>	Goal 4A

Quote	Related Goal
<p>“Work with the (AMS) President’s Office and UBC Provost to develop an exam database with resources available from all faculties.”</p> <p><i>See: Campaign Website</i></p>	<p>Goal 4B Goal 4C</p>
<p>“Utilize Workday Survey data to advocate for changes to Workday such as a term-by-term calendar view, the ability to download timetables, return to registration time based on average in last Winter Session (not overall GPA), and better user interface.”</p> <p><i>See: Campaign Website</i></p>	<p>Goal 4D</p>
<p>“Encourage greater participation in Student Experience of Instruction (SEIs) by raising awareness of their significance and importance and advocate for broad implementation of mid-course feedback surveys by working with Undergraduate Societies.”</p> <p><i>See: Campaign Website</i></p>	<p>Goal 4E Goal 4F</p>
<p>“Prioritize the review of Policy V-102 (Examination Hardships and Clashes) so that the definition of an exam hardship is more flexible and reflective of real student circumstances.”</p> <p><i>See: Campaign Website</i></p> <p>“Prioritize the review of Policy V-103 (Use of the Formal Examination Periods) to improve clarity around the definition of “In-term Examinations” and advocate to ensure that no exams are being held within the two weeks before the formal examination period, and for the removal of the formal examination requirement for first and second-year courses.”</p> <p><i>See: Campaign Website</i></p>	<p>Goal 4G</p>
<p>“Continue to increase opportunities for undergraduate research by ensuring that the Undergraduate Research Opportunities Expansion initiative launches in all Faculties by September 2025.”</p> <p><i>See: Campaign Website</i></p>	<p>Goal 5A</p>
<p>“Advocate for continued funding into Work Learn, and an increase of year-over-year funding to create new jobs.”</p> <p><i>See: Campaign Website</i></p>	<p>Goal 5B</p>
<p>“Advocate for the establishment of Faculty-specific Career Advisors, continued funding for Black and Indigenous students’ advisors, and advisors for students with disabilities.”</p> <p><i>See: Campaign Website</i></p>	<p>Goal 5C</p>

Quote	Related Goal
<p>“Establish university-wide initiatives to embed career development programming into the First Year Experience.”</p> <p>See: Campaign Website</p>	Goal 5D
<p>“Advocate for improvements to the Co-Op Program such as increased transparency around program fees and competitive salaries by working with Constituencies, Faculties and the Provost’s Office”</p> <p>See: Campaign Website</p>	Goal 5E
<p>“In its upcoming review of the Responsible Investing Strategy, ensure that UBC continues to prioritize social, environmental and governance (ESG) principles, with a particular emphasis on the social dimension.”</p> <p>See: Campaign Website</p>	Goal 6A
<p>“Advocate for there to be a student seat on the Indigenous Strategic Plan Implementation Committee.”</p> <p>See: Campaign Website</p>	Goal 6B
<p>“Improve procedures associated with academic misconduct cases to be more student-centric and transparent by working with Faculties, Academic Integrity Hub and the President’s Advisory Committee on Student Discipline (PACSD); ensure that student consultation and priorities are central to the review of PACSD rules.”</p> <p>See: Campaign Website</p>	Goal 6C
<p>“Ensure that UBC continues to prioritize harm reduction and increases the number of drug testing sites for Fentanyl and other drugs; raise awareness for Naloxone and harm reduction training.”</p> <p>See: Campaign Website</p>	Goal 7A
<p>“Ensure that UBC continues to prioritize sexual violence prevention through adequately funding services like the Sexual Violence Prevention Office (SVPRO); work with the Sexual Assault Support Centre (SASC) to promote sexual violence prevention training.”</p> <p>See: Campaign Website</p>	Goal 7B Goal 7C
<p>“Advocate for the increase of Embedded Counsellors proportionate to Faculty size and demand, ensure that the responsibility of funding Embedded Counsellors does not fall on Undergraduate Societies.”</p> <p>See: Campaign Website</p>	Goal 7D

Quote	Related Goal
<p>“Work with student stakeholders to ensure that student priorities and consultation are at the centre of the review of Policy LR7 (Disability Accommodations), advocate for the removal of vague language and integration of temporary health issues into the policy.”</p> <p><i>See: Campaign Website</i></p>	Goal 8A
<p>“Continue to advocate for increased funding for the Centre for Accessibility to improve the registration system, the connection process between Faculty and CFA Advisors, and improve the front-end website.”</p> <p><i>See: Campaign Website</i></p>	Goal 8B
<p>“Expedite the release of a comprehensive list of accommodations available through the Centre for Accessibility.”</p> <p><i>See: Campaign Website</i></p>	Goal 8C
<p>“Advocate for the creation of an exam testing centre designated for writing standing deferred (SD) and supplemental exams.”</p> <p><i>See: Campaign Website</i></p>	Goal 8D

Campaign Platform Links

- [Campaign Website](#)
- [Ballot Bio](#)
- [AMS Website Candidate Bio](#)
- [AMS Strategic Plan - The Next Quinquennial 2023-2028](#)

OFFICE OF THE VICE PRESIDENT EXTERNAL AFFAIRS:

Solomon Xingtian Yi-Kieran

Quote	Related Goal
<p>“As your VP External, I will push to the Provincial and Municipal governments for a number of policies that make all of our housing situations better!”</p> <p><i>See: Campaign Website - VP External Platform - Housing</i></p>	Goal 1
<p>“UBC is a commuter school. Only 14k of the over 60k students at UBCV live on campus... I know these struggles and will work tirelessly to help make transportation cheaper and better for students.”</p> <p><i>See: Campaign Website - VP External Platform - Transportation</i></p>	Goal 2
<p>“As your VP External, I will push the federal government to pass the motion to establish a Canadian Youth Climate Corps”</p> <p><i>See: Campaign Website - VP External Platform - Jobs</i></p>	Goal 3A
<p>“BC Ferries already has cheaper rates for seniors and children, so as your VP External I will lobby for an affordable student rate on BC Ferries. Ideally, it will be as low as just \$10.”</p> <p><i>See: Campaign Website - VP External Platform - Transportation</i></p>	Goal 3B
<p>“If I am elected to be your VP External, I will work with the UBC student researchers branch CUPE 2278 and the BC government to help student workers unionize.”</p> <p><i>See: Campaign Website - VP External Platform - Jobs</i></p>	Goal 4A
<p>“As your VP External, I will push for student loan forgiveness for students with extreme circumstances or disabilities to not require the forfeiting of future student loan eligibility.”</p> <p><i>See: Campaign Website - VP External Platform - Accessibility</i></p>	Goal 4B
<p>“As your VP External, I will push for Translink to increase the number of R4s and 99s... I will also push for Translink to bring back a direct Richmond to UBC bus”</p> <p><i>See: Campaign Website - VP External Platform - Transportation</i></p>	Goal 2D

Campaign Platform Links

- [Campaign Website](#)
- [Campaign Instagram](#)
- [AMS Website Candidate Bio](#)

OFFICE OF THE VICE PRESIDENT FINANCE: Gagan Parmar

Quote	Related Goal
<p>“Work with our ERP and software solutions provide to expand and consolidate accounting features to simplify financial processes.”</p> <p>“Streamline financial submissions by integrating fragmented processes- currently split between online portals, emails, and in-person submissions into a single, user-friendly system.”</p> <p>“Develop a one-stop shop for treasurers, making it easier to access and manage financial resources efficiently”.</p> <p>See: Campaign Website</p>	<p>Goal 1</p> <p>Goal 3</p>
<p>“Expand the quarterly financial reports to include detailed funds usage statistics, ensuring students understand how their money benefits them.”</p> <p>“Improve budget reports to provide clearer spending insights, emphasizing the impact of student fees on campus initiatives.”</p> <p>“Work with constituencies and fee-receiving groups to ensure their budgets and spending data are publicly accessible and regularly published.”</p> <p>See: Campaign Website</p>	<p>Goal 2</p>
<p>“Enhance treasurer training by offering more workshops, strengthening the Canvas training course, and expanding video walkthroughs and simulation exercises like the Continia Simulation file.”</p> <p>“Develop a sponsorship guide in collaboration with stakeholders to help clubs secure funding and partnerships.”</p> <p>“Increase awareness and accessibility of the AMS corporate credit card for expenditures that cannot be paid through other means, with a dedicated request form.”</p> <p>“Establish a framework and guidelines to help constituencies and clubs set up Endowment Funds for long-term financial sustainability.”</p> <p>“Improve club and constituency spend tracking by implementing dedicated account and dimension codes, and explore the feasibility of auto-generated variance reports through the AMS accounting system.”</p> <p>“Provide process flow templates for subsidiaries to minimize errors in financial submissions.”</p> <p>“Expand VP Finance Caucus membership to include club representation, fostering a stronger collaboration between the AMS and student organizations.”</p> <p>See: Campaign Website</p>	<p>Goal 3</p>

Campaign Platform Links

- [Campaign Website](#)
- [Ballot Bio](#)
- [AMS Website Candidate Bio](#)
- [AMS Strategic Plan - The Next Quinquennial 2023-2028](#)

OFFICE OF THE VICE PRESIDENT ADMINISTRATION: Dylan Evans

Quote	Related Goal
“Streamline, simplify, and speed up club and subsidiary services and bookings”	Goal 1B Goal 3
“Expand and review AMS sustainability initiatives and goals”	Goal 2
“Implement printers for student use in AMS buildings”	Goal 4A
“Review current sustainability practices, plans, and goals”	Goal 2A
“Expand club promotional initiatives”	Goal 3B

Appendix B: Removed or Transferred Goals from Campaign Platform

OFFICE OF THE AMS PRESIDENT: Riley Huntley

- “Bring back 24/7 UBC residence front desks.”
 - ◆ Rationale: Removed due to lack of feasibility.
- “Expanding Collegia hours to improve the commuter experience.”
 - ◆ Rationale: Removed due to lack of feasibility.
- “Launch a centralized AMS communication platform for the leadership teams of AMS Subsidiaries”
 - ◆ Rationale: Removed due to lack of interest based on Constituency feedback from Presidents Council.
- Platform points that pertain to the Academic & University Affairs portfolio
 - ◆ Several points from the platform have been transferred to the responsibility of the Vice President University and Academic Affairs, as it makes more sense for that relevant portfolio to take them on to ensure they are best delivered for students.
- “Increase financial transparency by working with the AMS VP Finance to simplify the AMS budget summary”
 - ◆ Transferred to the Vice President Finance.
- “Support the creation of an AMS Undergraduate Society Endowment Fund to support permanent, long-term funding of student awards.”
 - ◆ Transferred to the Vice President Finance.
- “I will ensure the fulfilment of the AMS’ Sustainable Action Plan by working with AMS Departments and Services to ensure sustainable practices across the organization. I will explore the possibility of a review of the plan if need be to ensure that it is enforced across the AMS.”
 - ◆ Transferred to the Vice President, Administration.
- “Installing printers for student use in the Nest”
 - ◆ Transferred to the Vice President, Administration.
- “Explore the creation of more study spaces within the Nest”
 - ◆ Transferred to the Vice President, Administration.
- “Establish a new building policy that permanently provides students 24/7 access to the AMS Nest during exam periods in the AMS Nest”
 - ◆ Transferred to the Vice President, Administration.
- “Support improvement to the AMS Club Directory to make it more user-friendly and accessible”
 - ◆ Transferred to the Vice President, Administration.

OFFICE OF THE VICE PRESIDENT ACADEMIC & UNIVERSITY AFFAIRS:

Zarifa Nawar

- “Advocate for on-campus student housing rent increase to be capped”
 - ◆ Student Housing already has a rent cap established from 2026 to 2029 and prices fall well below the average rental price. Further caps beyond 2029 fall outside the term of this office.
- “Continue advocating for open educational resources (OER) and universal design for learning (UDL) through the Textbook Broke Campaign and Teaching and Learning Champions Campaign”
 - ◆ The expansion of the Teaching and Learning Champion gala to include the recognition of UDL champions was done during Zarifa’s previous term. Furthermore, it is mandated for this year and future years under AMS Policy PC4 and therefore does not need to be restated in Executive Goals.
- “Ensure that UBC continues to implement the provincially mandated Multi-Year Tuition Framework.”
 - ◆ The Multi-Year Framework is already created. This goal has been revised to focus on other ways that the University can improve cost planning for students including expansion of the Cost Calculator tool.
- Ensure that UBC continues to fund open-educational resources and the OER Impact and Excellence Awards beyond 2027.”
 - ◆ While we will continue programming around OER Impact and Excellence Awards, no further expansion will be pursued as this was already implemented during Zarifa’s previous term. Any funding beyond this year falls outside of the scope of this office.
- “Expand the Textbook Broke Campaign to reimburse students for textbook costs incurred in both terms 1 and 2.”
 - ◆ While we will launch the Textbook Broke Campaign in Term 1, we do not have the necessary funds to launch the campaign again in Term 2. Instead, we are collaborating with constituencies to ensure greater engagement and broad reach with students in Term 1.
- “Work with the Provost’s Office and Faculty Association to raise awareness on the importance of recorded lectures among instructors”
 - ◆ Further research shows that Faculties have adequate resources and data showing the importance of recorded lectures and that they share it with their instructors regularly.

OFFICE OF THE VICE PRESIDENT EXTERNAL AFFAIRS:

Solomon Xingtian Yi-Kieran

- “Increasing Library and Worklearn Funding”
 - ◆ While a 24-hour Library on campus remains a key commitment, not only is Worklearn not a federal program, provincial and federal deficits make this goal largely infeasible.
- “International Student Jobs”
 - ◆ Shortly after the conclusion of the AMS General Election, the Federal Government announced that this change would be taking place, rendering advocacy on the issue no longer necessary.
- “Hən’qəmin’əm Signs in the Nest”
 - ◆ Getting Hən’qəmin’əm names for rooms, or for the Nest itself, is a process that should be led by Musqueam, in a manner that is respectful to, and is decided on by, Musqueam. Making it an executive goal would hinder, not support, the ability for this to be explored in an appropriate manner.

- “Indigenous Senate Representation”
 - ◆ This was removed for the same reasons as the above goal, additionally due to its wide-reaching scale. It would require decision making with multiple universities, First Nations, and student unions across BC. The scale makes it hard to have as a goal, however I will work towards this through my VP External role, as well as my Senate role.
- “More Funding for Indigenous Students” (Complete)
 - ◆ Due to the federal lobby briefs my office put forward in April, as well as the advocacy work of other organizations, the Liberal Party announced that they will continue and expand the PSSSP for Indigenous Students, meaning this goal is complete.
- “BC Disability Benefit Application”
 - ◆ From consultation with the CfA, NEADS, and DUC executives, this issue is not a major focus of other accessibility advocacy and does not have wide-reaching impacts.
- “Increasing Dental Care Coverage”
 - ◆ The Federal Government announced an expanded version of the Canada Dental plan shortly after the conclusion of the AMS General Election, making further advocacy on this issue not feasible due to a stop in governmental momentum.
- “AMS Housing Survey”
 - ◆ Students do not like filling out surveys and the AMS is limited to conducting two university-wide surveys per year, it is more feasible to build out relevant questions into existing AMS surveys such as the AES.

OFFICE OF THE VICE PRESIDENT ADMINISTRATION: Dylan Evans

- “Establish a new building policy that permanently provides students 24/7 access to the AMS Nest during exam periods in Winter Term 1 & 2.”
 - ◆ Considering the precarious situation of the Capital Projects Fund from which the funding for 24/7 NEST access is sourced, this goal is being removed. Capital Projects Fund has a spending moratorium effective until April 2027 and pursuing this goal will exceed the cap.

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