GSS
STRATEGIC PLAN

2017–2021

GRADUATE
STUDENT SOCIETY
UBC VANCOUVER

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Our Mission

The Graduate Student
Society of UBC–Vancouver
advocates for, promotes,
and protects the academic,
social, intellectual, cultural
and recreational interests
of its members.

Introduction and Context

Introduction

This Strategic Plan establishes the priorities and direction of the Graduate Student Society of UBC–Vancouver (GSS) for 2017–2021, and outlines goals to direct the GSS on these priorities. The Plan encompasses three themes to support the success and wellbeing of UBC graduate students:

1. Graduate Student Academics

2. Graduate Student Community

3. Our Graduate Student Society

Within each theme, priorities have been identified, including goals and proposed strategies (PS) to reach each goal.

In this Plan, clarity and specificity are important so that progress can be evaluated on each goal over time. Given the identified weak institutional memory within the GSS, a relatively large number of goals and priorities have been included. The Plan has also been written to be sufficiently flexible in how these goals are carried out and how to measure success for each goal; flexibility is important to ensure that the GSS can address graduate student needs as they change, or as the environment changes, and also to empower incoming GSS Executives, Councillors, committee Chairs (etc.) to establish their own strategies to achieve these goals, while preserving the original intent.

Preparation of the GSS Strategic Plan

This document was prepared by the GSS Strategic Planning ad hoc Committee from March 2015 to February 2017. As is typical for a strategic plan, this was built upon a traditional 'SWOT' analysis of the GSS as an organization, encompassing the organization's current internal characteristics (i.e. Strengths and Weaknesses) as well as the external environment that the GSS may face from 2017-2021 (i.e. Opportunities and Threats).

Strengths	Weaknesses
In the next five years, the GSS can leverage these strengths to achieve its goals and vision. e.g. representation on decision-making groups across the University, GSS Affiliate Organizations, familiarity of GSS Councillors with the challenges of GSS constituents.	*In the next five years, the GSS can actively work to address these weaknesses.* e.g. GSS visibility, membership engagement, institutional memory, Council efficiency.
Opportunities	**Threats**
In the next five years, the GSS can capitalize on upcoming opportunities to leverage GSS priorities. e.g. a new UBC President, new UBC strategic plan, upcoming federal, provincial, and municipal elections.	*In the next five years, the GSS can prepare for and combat potential risks for failure.* e.g. a budgetary deficit, a referendum that may change our relationship with the UBC Alma Mater Society.

Consultations and Research

The following research and consultations have informed the design and content of the GSS Strategic Plan:

- GSS Mission Statement
- GSS Bylaws
- GSS Values
- Results from the annual GSS Student Satisfaction Survey (2014 and 2015)
- A 2010 external review of the GSS
- Material from GSS Council retreats sessions
- UBC strategic plan ('Place and Promise: The UBC Plan')
- Input from several GSS committees
- Conversations with previous GSS executives
- Ongoing series of UBC graduate student consultations from 2015–2017, including:
  - GSS World Cafe and Change Camp events
  - In-person and online consultation forums, extending across and off-campus

These broadly encompass historic reviews of the GSS, external examples of strategic plans, discussions within the GSS on priorities and weaknesses, in-person consultation events with UBC graduate students, and online requests for UBC graduate student feedback on draft versions of the Plan. Therefore, the Priorities, Goals, and Proposed Strategies presented in this Strategic Plan are the result of nearly two years on consultation and careful consideration, and the GSS of 2017–2021 should do its utmost to accomplish each Goal and diligently monitor progress through the accountability measures outlined in the next section.

Implementation and Accountability

GSS Bylaw 14.4 states that the implementation of the Strategic Plan is the responsibility of the GSS President, with assistance from the Executives and GSS staff. To ensure feasible implementation – given the broad scope and the required involvement of many different GSS roles – a sustainable system of monitoring and accountability are required to ensure that the GSS pursues this Strategic Plan, that priorities established in this document are made priorities for GSS action from 2017–2021, and that progress is continually made on the goals herein. This system is outlined below and expanded upon in Goals 3.2A–B, and requires that all GSS Executives and committee Chairs set annual goals and action plans pertaining to the Strategic Plan and relating to the goals within or closest to their position's purview. Explicit suggested GSS position(s) for each goal are included in Subsection II of the Strategic Plan.

The GSS Governance & Accountability ad hoc Committee (G&AC) was struck in late 2016, in part to establish feasible timeframes for goal completion and to monitor progress on the Strategic Plan over time. Because the GSS Executive Oversight Committee (EOC) already exists to monitor Executive goals, and this Strategic Plan highlights the importance of GSS committees also setting goals, both EOC and G&AC will play the important roles of guiding and finally accepting goals from Executives and committee Chairs, monitoring progress throughout the year, and reporting to Council on the overall progress on the Strategic Plan.

Reporting Systems

GSS Executives are accountable to the EOC; GSS committees are accountable to the G&AC.

Step 1	The EOC and G&AC will inform GSS Executives and committee Chairs of the involved process and timeline
Step 2	Executives and Chairs will set annual goals on their portfolio and pertinent sections of the GSS Strategic Plan (see Subsection II)
Step 3	The EOC and G&AC will evaluate Executives and committees on their progress three times a year, at 1, 6, and 12 months after the beginning of Executive/committee terms
Step 4	The EOC and G&AC will report to Council at least once a year on the overall progress on the Strategic Plan, including progress of individual committees and Executives

Theme 1:
Graduate Student Academics

Vision:

*The GSS empowers UBC graduate students
to succeed in their academic endeavours
by conducting data-driven advocacy.*

Priority 1.1: Drive GSS academic advocacy based on data and feedback collected from UBC graduate students.

Goal A. Establish effective GSS processes to use to guide advocacy, support graduate students, and support graduate student representatives, namely:

1. Develop a process for collecting data and feedback from graduate students across and off-campus, such as consultations and surveys;

2. Regularly collect data on the UBC graduate student experience;

3. Analyze, interpret, and summarize current data, policies, and literature to inform strategies for advocacy programming and services; and

4. Provide these resources to graduate student representatives & relevant GSS committees.

PS.1 Develop templates and flowcharts to assist with running consultations and surveys; compile resources for collecting data

PS.2 Conduct regular surveys (e.g. annual GSS Student Satisfaction Survey/GSS-SSS); collect data outside the GSS (e.g. the Canadian Graduate and Professional Student Survey; AMS Academic Experience Survey); provide training; engage experienced and/or professional data analysts; evaluate and improve archival systems

PS.3 Develop an effective data analysis pipeline within the GSS

Goal B. Transform data into recommendations and next steps for advocacy, and collaborate to enact these initiatives.

PS.   Annually conduct, analyze, and reevaluate the GSS Student Satisfaction Survey (GSS-SSS) to improve survey participation, analysis, and application; annually present and distribute summarized GSS-SSS results to GSS Council and GSS representatives

PS   Conduct monthly meetings with GSS Executives, committee Chairs, external representatives (e.g. Senators, AMS Caucus Chair, Graduate Council Caucus Chair, Board of Governors student representatives) to review ongoing initiatives across the University, discuss shared priorities, and coordinate action accordingly

Goal C. Encourage and promote graduate student representation throughout the University, including on Department, Faculty, and University-level committees.

PS.   Advertise positions as they become available; reach out to graduate student departments and Councillors as opportunities arise; advocate for UBC to seek feedback from graduate students in affected departments as changes or consultations arise; be a resource for UBC graduate students connecting with current decision-making bodies

Priority 1.2: Support positive working environments for graduate students, including positive working relationships between graduate students and their supervisors.

Goal A. Advocate for resources to support graduate students in building, navigating, and maintaining a positive relationship with supervisors.

PS.   Collect annual data on the supervision climate at UBC through effective GSS-SSS questions; research other universities and graduate student organizations; work with the Faculty of Graduate & Postdoctoral Studies (FG+PS) and the FG+PS Graduate Supervision Leadership Group; evaluate and promote conflict resolution procedures; actively promote position statements on supervision

Goal B. Research, develop, and support initiatives to improve graduate supervision pedagogy at UBC.

PS.   Clarify student-supervisor expectations, corresponding to UBC's guidelines and requirements; fair minimum supervision standards; University-wide implementation

Goal C. Advocate for improved working spaces for graduate students on and off-campus.

PS.   Consult on students' needs for office and non-office space on campus; collect data on space availability; assess where existing GSS spaces can assist; advocate for UBC to seek graduate student feedback on building space allocation and access

Goal D. Support graduate students' academic and professional working relationships.

PS.   Support and advertise resources to help graduate students build and maintain professional relationships, e.g. with those in their research groups; Advocate for graduate students' right to participate in events beyond the required academic curricula in graduate programs that are important to their career and professional development – such as workshops, seminars, and relevant classes

Priority 1.3: Foster the professional and academic growth of graduate students.

Goal A. Advocate for decreased time to completion and attrition in UBC graduate degrees.

PS.   Work independently and with FG&PS to identify effective measures to decrease average time to completion, and how graduate programs are evaluated and updated; identify causes of student attrition across the University, promote relevant resources, and advocate for the improvement of these identified causes

Goal B. Support initiatives in professional development and job readiness, and increase their accessibility for UBC graduate students.

PS.   Support relevant programs with, e.g., the Graduate Pathways to Success (GPS) program, UBC Centre for Student Involvement & Careers, Graduate Student Organizations, Affiliate Organizations, and organizations outside of UBC

PS.   Support initiatives to connect graduate students with faculty and professionals outside of their departments and disciplines; e.g. career fairs, networking events

Goal C. Encourage and promote graduate student representation throughout all levels of government and within non-governmental organizations.

PS.   Advertise positions as they become available; seek out graduate student experts on current issues; connect interested graduate student experts with relevant bodies

Priority 1.4: Advocate for improved graduate student academic and financial support.

Goal A. Assess whether the current graduate student funding systems are best serving UBC graduate students.

PS.   Assess minimum stipends for PhD and Master's students; evaluate current graduate student funding opportunities available across disciplines (e.g. Four Year Fellowships), including scholarships, stipends, Teaching Assistantships, Research Assistantships, and support for research-related travel expenses

Goal B. Maintain positive working relationships across campus to facilitate ongoing collaboration and consultation.

PS.   Reach out to the University, the FG&PS, and the UBC Teaching Assistant Union (CUPE 2278), as well as Senators & Board of Governors; establish goals and identify programs and initiatives of mutual interest; involve GSS Departmental Representatives or Affiliate Organizations in relevant consultations; advocate for UBC to seek feedback from graduate students in affected departments as changes or consultations arise

PS   Work with University groups such as Senate to define what constitutes meaningful graduate student consultation for new programs and courses

Goal C. Advocate for the needs of UBC graduate students with the local, provincial, and federal governments, and maintain positive relationships with key members of the Canadian government through partnerships with other student advocacy organizations, e.g. Canadian Alliance of Student Associations.

PS.   Engage in student issue-based events and campaigns organized with partner organizations, engage in dialogue around student issues with relevant members of partner organizations; collaborate with student organizations, e.g. Canadian Alliance of Student Associations, Alliance of BC Students

Goal D. Maintain an active relationship with the Ministry of Advanced Education.

PS.   Invite the Minister and/or Critic for consultations with students on provincial student issues; engage with staff in the Ministry of Advanced Education with questions about provincial policy; engage with relevant members of the Official Opposition to discuss solutions for policy challenges

Theme 2:
Graduate Student Community

Vision:

The GSS supports UBC graduate students by fostering a positive, inclusive, and connected community on and off-campus, and by actively supporting initiatives to improve health and well-being.

Priority 2.1: Actively support the health and well-being of UBC graduate students.

Goal A. Improve access to, and help educate graduate students on, mental health resources.

PS.   Communicate with mental health groups on campus; advertise or advocate for initiatives that specifically address the mental health needs of graduate students; facilitate an annual meeting with well-being groups on campus to align training and workshops (e.g. Graduate Wellness Peers, Graduate Student Wellbeing Network, Wellbeing at UBC); encourage satellite access for off-campus students

Goal B. Foster a safe and supportive working environment and campus for all graduate students.

PS. Collect quantitative and qualitative data, securely and anonymously to conduct advocacy sensitive to the position of graduate students in their work and study environments

PS GSS Advocacy Office; advertise resources on topics including but not limited to harassment, discrimination, and sexual violence; support graduate students at UBC recognizing that many factors may impact individual experiences of graduate students, including, but not limited to: gender or sexual identity, Indigeneity, class, ability or disability, age, family status, religion, race, socioeconomic status, language, and immigration status

Goal C. Ensure continued graduate student health insurance coverage according to the needs of graduate students.

PS. Assess satisfaction with and appropriateness of the current health and dental plan coverage; explore alternative coverage options; continually provide information to graduate students on health & dental plan coverage, and their options

Priority 2.2: Strengthen the graduate student community of UBC.

Goal A. Continue to hold and improve upon GSS orientations to welcome incoming graduate students into the UBC graduate student community at the beginning of academic terms.

PS. Assess feedback; evaluate the feasibility of hosting an Orientation for all three terms; identify and remove barriers to student participation in orientations; facilitate the formation and continuation of student groups after orientation; evaluate creating a large, annual event to connect the greater UBC graduate student community; align orientation resources with the FG&PS

Goal B. Engage graduate students in an inclusive environment through programming and services on intellectual, social, physical, environmental, financial, emotional, and mental well-being.

PS. Seek feedback on the types of activities to offer; improve intercultural communication and inclusivity; consider event accessibility; support Graduate Student Organizations' inclusive cultural events; build programs around a wellness wheel; help bring GSS spaces to life as welcoming spaces for graduate student community, e.g. by playing music in common areas

Goal C. Facilitate and support collaborative community building through Affiliate Organizations (AO's), including off-campus groups.

PS. Support off-campus AO's and collaborations between AO's; networking opportunities for AO's to learn about and collaborate with each other and build a relationship with the current GSS Executives

Goal D. Provide opportunities for all GSS members to participate in and contribute to the GSS community, as Councillors, Executives, Ordinary Members, volunteers, or Affiliate Organizations.

PS. Advertise opportunities; promote the purpose of the Society on and off-campus; increase the accessibility of GSS volunteer opportunities for students living and working off-campus; increase GSS membership engagement; collaborate with graduate student hubs such as St. John's College, Green College, Vancouver General Hospital, and BC Women's and Children's Hospitals

Priority 2.3: Advocate for graduate students' non-academic needs.

Goal A. Develop resources to advocate for and support graduate students during emergencies.

PS. Evaluate effective measures to financially support graduate students in emergencies

Goal B. Support graduate students with dependents.

PS. Collect data on challenges faced by graduate students with dependents; identify gaps in current policies or resources

Goal C. Support and protect graduate student housing on the Point Grey campus.

PS. Maintain communication with graduate student residents and administrators of on-campus housing; collaborate to identify gaps and areas for collaboration; advocate for UBC to seek feedback from graduate students

Theme 3:
Our Graduate Student Society

Vision:

The GSS continually strives to improve its efficiency, transparency, accountability, and communication in order to better fulfill its Mission.

Priority 3.1: Improve the efficiency, productivity, and effectiveness of GSS Council.

Goal A. Redesign GSS Council meeting formats to optimize efficiency.

PS. Restructure the GSS Council agenda, e.g. to center around the Strategic Plan Themes; evaluate discussion period formats; finalize Council agendas only with motions provided in a stand-alone manner to clarify and focus discussion; redirect long discussions to the most appropriate committee; evaluate possible ways to best achieve and maintain quorum, including shortening Council meetings and encouraging early attendance

Goal B. Equip GSS Executives, Councillors, and committee members to succeed in their roles through effective resources and training.

PS. For Councillors: A comprehensive training program (e.g. mandatory orientation, reorientation, introduction to GSS structure and Robert's Rules of Order; workshops on engagement with home department); Councillor mentoring programs; annual Council retreat for strategic planning, team building, and workshops to support well-being; Councillor Code of Conduct; professional development opportunities

PS. For committee Chairs: Resources, e.g. transition reports, expectations around minutes and reporting to Council, templates for minutes, previous annual committee goals, ad hoc committee AGM report template; team building; collaborate with the GSS Academic & External Affairs Committee for data relevant to GSS committees (see Priority 1.1)

PS. For Executives: Training resources, e.g. team-building with the entire Executive Committee, opportunities for professional development; transition reports; arrange meetings with GSS Executives and their UBC/AMS counterparts early in Executive terms

PS. For GSS Council: Fill vacant seats on GSS Council and committees; advertise vacancies with required committee information; provide resources and training for ordinary members of GSS committees (i.e. non-Councillors)

Goal C. Improve communication methods within Council and the GSS archival process to ensure that past and present documents are easily available for current and future GSS members or Councillors.

PS.   Develop a robust action plan for the archival of GSS documents through Executive and staff turnover, e.g. legal documents, Executive and committee goals, transition reports, finances, confidential survey data

PS.   Examine possible approaches (e.g. online portal) to streamline Councillor communications, to ensure confidentiality of reports and documents, and to facilitate the preservation of information within the GSS

Goal D. Investigate forming a GSS–Alumni Advisory Panel to improve institutional memory and Council/Executive assistance.

PS.   Research similar models, e.g. former Executives and knowledge philanthropists volunteering as ad hoc consultants for advice on issues outside of the immediate experience or expertise of the current Council, in addition to, rather than as a substitution for, expert professional advice

Goal E. Evaluate options for restructuring the GSS, e.g. considering alternate Council size or establishing a separate GSS Board of Directors from GSS Council, as highlighted in the 2010 GSS external review.

PS.   Research how other comparable student organizations – especially graduate student organizations – structure their societies & Board; review suggestions in the 2010 GSS External Review; conduct a more current external review or governance review

Goal F. Operate and maintain a financially stable Society.

PS.   Improve budget presentation format; pursue additional revenue sources when needed; regularly change GSS auditors; review GSS insurance coverage for sufficiency and compliance with UBC requirements; conduct a financial sustainability review; develop sustainability guidelines for purchasing; annually re-evaluate the status of projects under the GSS Capital Improvements Fund and any need to change this Fund's scope; review reimbursement process and timelines; review GSS´s internal controls to properly safeguard society's assets; promote operational efficiency of financial functions (payments, collections, accounting transactions, banks, etc.)

Priority 3.2: Develop an ongoing process of strategic planning and goal-setting at the GSS to foster a forward-thinking and retrospective society.

Goal A. Empower Executives and committees to make lasting change by setting goals aligned with the Strategic Plan and the pre-existing portfolio, and providing resources to make effective goals.

PS. Collect and review Executive and committee Chair goals around the strategic plan annually, within the first month of the Executive term (May) and when Councillor intake is done and committee seatings are occurring (~October)

PS. Create templates for Executives and Committee Chairs to help guide setting effective goals related to the Strategic Plan; training to make effective and S.M.A.R.T. goals

Goal B. Continually monitor progress on the Strategic Plan exactly according to the process outlined on page 7, and establish practices to create transparency on progress on the Strategic Plan.

PS. For Executives: Conduct a mid-term review around October, when Councillor intake is done and committee seatings are occurring, and a final report in March/April

PS. For committees: Conduct a mid-term review ~January–March, and a final report in September

PS. Final reports: Include a presentation to Council with progress on individual Executive/Committee goals, and progress on the Strategic Plan overall by the Governance & Accountability Committee

PS. Develop executive performance standards; provide regular Executive Oversight Committee reports to GSS Council; provide an annual progress update to members at the GSS Annual General Meeting; report on progress and next steps on the GSS website, including opportunities to get involved

PS. Collect feedback on and evaluate the feasibility of the Strategic Plan, annually; strike a new Strategic Planning ad hoc Committee within the final two years of this Strategic Plan to develop a new plan for the next period

Goal C. Ensure the completion of transition reports for incoming Executives and committee Chairs.

PS. Establish and uphold a timeline and review process for transition reports, e.g. deliver transition report templates to Executives/Chairs at least two months prior to leaving office and collect at least two weeks prior to leaving office; templates for transition reports for Executives and committee Chairs, including recommended follow-up goals

Goal D. Embed the Strategic Plan within GSS Code and Policy.

PS. Update GSS materials to include new responsibilities from the Strategic Plan, e.g. Executive portfolios, committee terms of reference, GSS Elections materials, the GSS website; propose changes to Code to better implement training and goal-setting

PS. Update Executive and committee portfolios with components of the strategic plan on the GSS website and within GSS Code

Goal E. Increase the visibility, accessibility, and participation of the GSS Elections.

PS. Develop a communication strategy to increase graduate student knowledge of the GSS' purpose and student engagement with the GSS elections, including events such as debates, and voter turnout, and considering improvement to make these more accessible to all UBC graduate students; engage with campus groups, journalism students, and student publications to cover the GSS elections

PS. Research how comparable student societies conduct elections; update the GSS elections webpage to include updated portfolio descriptions for GSS Executives; develop a 'platform' template for students running in the GSS elections to highlight relevant information, e.g. relevant experience, proposed platform, how they propose to tackle elements of the Strategic Plan

Priority 3.3: Foster a supportive and empowered GSS staff environment.

Goal A. Establish the GSS as a model of continuous improvement to achieve current and evolving best practices in human resources (HR) as determined by the HR committee.

PS. Discern best practices surrounding professional development, and employee retention by consulting with experienced HR managers and/or knowledge philanthropists; consult with the President and the Office Manager; invite or consult students or professionals with experience in Human Resources or business management

Goal B. Ensure that the GSS HR handbook is updated and provides a guide to foster a healthy and professional workplace.

PS. Continue ongoing reviews of the GSS HR Handbook; update as needed; discern clear roles and responsibilities for staff; clarify the staff lines of authority and responsibility; define a comprehensive process for staff transition

PS. Have the GSS Strategic Plan as a component of transition for current and incoming staff members; create protocols for healthy, efficient, and supportive communication between GSS Staff, Councillors, and ordinary members

Goal C. Ensure that the GSS' human resources are aligned with the GSS' broader organizational goals and functions.

PS. Create a plan for how staffing should evolve and expand to match services offered by the GSS, and how this will be reviewed, including which indicators to monitor; evaluate the position of the General Manager and the needs of the GSS

Priority 3.4: Improve Society communication, transparency, and visibility.

Goal A. Adapt and expand GSS communication practices to fully maximize the reach of GSS communications to all UBC graduate students, including but not limited to social media, email, and in-person dialogue.

PS. Assess communication effectiveness (e.g. online engagement analytics) and participation at initiatives organized by the GSS; use this data to continually improve communication, including with alternative communication strategies; focus advertising on the value to members; advertise the value of the GSS; involve GSS Councillors and Affiliate Organizations in advertising GSS programming & services

Goal B. Increase overall Society transparency.

PS. Advertise all public GSS meetings and vacant committee seats through GSS social media channels (dates, times, location; time commitment, frequency, roles/responsibilities, relevant skills that would be useful or gained); post a monthly report on important decisions and discussions at GSS Council to all GSS members; post an annual GSS financial report to all GSS members with an overview of spending to summarize how student fees are spent

Priority 3.5: Strengthen GSS relationships with other graduate student-run or University-based groups at UBC.

Goal A. Empower GSS external representatives to take an active role in external groups.

PS. Advocate for external groups with graduate student representatives to include a student report section in meetings agendas where appropriate; collaborate with the GSS Academic & External Affairs Committee for relevant data (see Priority 1.1); hold joint external representative meetings throughout the year (e.g. AMS Caucus, Grad Council Caucus, FG+PS Senators, and Board of Governors student representatives); create external group transition reports and annual goal reports, including information about the external group itself

Goal B. Support GSS Affiliate Organizations (AO's) and develop an ongoing relationship with their executives.

PS. Provide support and autonomy for AO's by way of collaboration, funding, and hosting caucus meetings with AO's; request reports on AO activity in return

PS. Support and undertake initiatives for off-campus outreach and the development of new department-level graduate student organizations

Goal C. Strengthen the GSS relationship with the Alma Mater Society of UBC-Vancouver (AMS).

PS. Meet with AMS Executives near the beginning of GSS Executive terms to discuss and strategize on shared goals

Goal D. Consult UBC graduate students on whether they wish to retain membership in the AMS.

PS. Hold a referendum in 2018 for graduate students to indicate their preferred relationship with the AMS, based on the previous research and plans

PS. Consider forming a joint AMS–GSS committee to research possible scenarios of leaving or remaining with the AMS membership, or some intermediate option with a memorandum of understanding, considering financials (e.g. student fees, overall GSS budget), AMS/GSS Health & Dental Plan, involvement in AMS Clubs, availability of on-campus services, etc.; develop a plan to move forward with any referendum result

Subsection I: Definitions of Terms and Acronyms Used

Acronym	Definition
ABCS	**Alliance of British Columbia Students.** A group of British Columbia undergraduate and graduate student societies that lobby for improved post-secondary education.
AGM	**Annual General Meeting.** An annual meeting for all members of an organization. The GSS holds an AGM every March and includes the presentation of financial reports and items submitted by GSS members and the GSS Council.
AMS	**UBC Alma Mater Society.** A student society that advocates on behalf of all UBC students, including graduate students.
AMS AES	**AMS Academic Experience Survey.** An annual survey run by the AMS for all UBC students, primarily undergraduates.
AO	**GSS Affiliate Organization.** According to the GSS Bylaws, "a graduate student organization, the majority of whose members are members of the Society, whose purpose is chiefly academic."
BOG	**UBC Board of Governors.** The UBC body that is responsible for managing the business and property of the University.
CGPSS	**Canadian Graduate and Professional Student Survey.** A national survey run every three years across ~ 50 Canadian universities, including UBC.
EOC	**GSS Executive Oversight Committee.** The GSS committee that reviews Executive goals and performance throughout the year, chaired by the FEOO.
FEOO	**Financial & Executive Oversight Officer.** The elected GSS member who oversees the finances of the GSS as well as the performance of the GSS Executives, and chairs the EOC.
FG+PS	**Faculty of Graduate & Postdoctoral Studies.** The Faculty that oversees and administers graduate-level programs across UBC.
G&AC	**Governance & Accountability Committee.** A GSS committee that oversees the implementation of the Strategic Plan.
GSS	**Graduate Student Society of UBC–Vancouver.** A not-for-profit organization that advocates for the graduate student population of UBC Vancouver. The GSS Mission Statement and more information can be found at gss.ubc.ca.
GSS–SSS	**GSS Student Satisfaction Survey.** An annual survey created and run by the GSS for its members, including questions on academics, finances, mental health, and more.
PS	**Proposed strategies.** Suggested ways to accomplish or approach each Goal, derived from thorough consultation from GSS committees and members. Proposed strategies in this strategic plan are not mandated, recognizing the need for flexibility and adaptability in the time covered by this plan. However, they should be strongly considered when Executives and committee Chairs are setting goals for their terms. In contrast, Priorities and Goals in this plan are to be strictly enforced.
S.M.A.R.T.	**Specific, Measurable, Attainable, Relevant, and Time-bound goals.**
SWOT	**Strengths, Weaknesses, Opportunities, Threats.** This is a central part of evaluating an organization and an upcoming time period, while creating a strategic plan. A SWOT analysis aims to identify the factors that are helpful & harmful to achieving a goal or vision, covering factors of both internal and external origin.

Subsection II: Which GSS Positions are Responsible for Each Goal

Each Goal within the GSS Strategic Plan has at least one dedicated GSS position assigned for its completion. This table is intended as a reference to connect the Goals of the GSS Strategic Plan with the specific GSS positions that are responsible for completing them, including Executives, Committees, and external representative groups. The GSS position(s) are listed, alongside the Themes, Priorities, and Goals that they are responsible for contributing to.

GSS Position/Committee	Strategic Plan Goals Responsible
Executive Committee	1.1B*, 3.1A*, 3.1B*, 3.1C*, 3.1D*, 3.2E*
President	1.1B*, 1.4B*, 2.1C*, 2.2D*, 3.1B–C*, 3.4A, 3.4B*, 3.5A*, 3.5B, 3.5C–D*
VP, Students	1.1B*, 2.2C, 2.2D*
Services Committee	1.1B*, 2.2A–B
VP, University & Academic Affairs	1.1B*, 1.1C*, 1.2B*, 1.2C–D, 1.3A*, 1.3B, 1.4A–B*, 2.1A, 2.1B*
VP, External Relations	1.1B*, 1.3C, 1.4C–D, 2.3C*
Academic & External Affairs Committee	1.1A, 1.1B*, 1.3A*, 2.3A–B, 2.3C*
Graduate Council GSS Caucus	1.1B*, 1.2A, 1.2B*, 1.3A*, 1.4A*, 3.5A*
FG+PS Student Senators	1.1B*, 1.1C*, 1.4B*, 3.5A*
AMS Caucus	1.1B*, 3.5A*, 3.5C–D*
AMS/GSS Health & Dental Committee GSS Representatives	1.1B*, 2.1C*, 3.5A*, 3.5D*
Financial & Executive Oversight Officer	1.1B*, 3.1F*, 3.4B*.
House Finance Committee	1.1B*, 3.1F*
Executive Oversight Committee	1.1B*, 3.1B*, 3.2A–C*
Governance & Accountability Committee	1.1B*, 3.1A*, 3.1B*, 3.1D*, 3.1E, 3.2A–D*
Code & Policy Committee	1.1B*, 3.2D*
Elections Committee	1.1B*, 3.2E*, 3.5D*
Human Resources Committee	1.1B*, 3.3A–C
Harassment & Discrimination Committee	1.1B*, 2.1B*

Positions share responsibility for some common Goals, indicated by an asterisk, which suggests that collaboration will be the most effective, fair, and/or feasible approach.

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