



Student Society
of UBC Vancouver

Office of the President **Request for Proposal**

For professional consulting services related to the Alma Mater Society's Governance Review, including, but not limited to, the delivery of public consultation events and the analysis of input from public consultation events, and online submissions from the Society's members.

COUNCIL

Prepared by | Steven Pannoosamy
Executive Special Projects Assistant, Governance
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1. Introduction

1.1 About the Alma Mater Society

The Alma Mater Society (AMS) of the University of British Columbia (UBC) is the student society of UBC Vancouver and represents more than 48000 students at UBC's Vancouver campus and its affiliated colleges.

The Society's priorities are determined by its members. The Society will foster communication, both internally and externally, in order to be democratic, fair, accountable to, and accessible to its members. It will provide services students want and can use. The AMS aims to cultivate unity and goodwill among its members but also encourages free and open debate, as well as respect for differing views.

The mission of the Society is "to improve the quality of the educational, social, and personal lives of the students of UBC."

The goals of the AMS are:

- to promote high-quality student learning;
- to advocate student interests, as well as those of UBC and post-secondary education as a whole;
- to provide its members with diverse opportunities to become exceptional leaders; and
- to be flexible to accommodate the changing world.

2. Project Background

The last major comprehensive Governance Review took place between 1993 and 1995 under the Committee for Organizational Renewal and Planning (CORP). Many of the recommendations made during this last review remain in effect today; however, the needs of our organization require us to review our current operations in order to better serve the needs of our members.

The Governance Review Committee will be responsible for spearheading the Governance Review process for the AMS. The professional consultant will be working closely with this committee. The selected external consultants will be responsible for meeting with managerial staff of all business divisions within the Society, to review current operational efficiencies, extract the holistic day-to-day and organization structure, and provide a complete report to be given to the Governance Review Committee.

The Alma Mater Society of UBC Vancouver exists to serve the student body, which it represents, advocates, and lobbies on behalf of. In recent years, the AMS has struggled to maintain a connection between the services and activities of the Society and its members. The recent opening of the AMS Student Nest, a building which encountered many delays, has contributed to a lack of trust of the Society in handling member fees. This Review is a significant



step in re-establishing a strong connection between the Society and its membership, and the selected external consultant will share enthusiasm for its importance.

2.1 Terms of Reference for the Governance Review Committee

The Governance Review Committee will have the following terms of reference:

- a. review and summarize the activities of the Alma Mater Society;
- b. review and evaluate:
 - i. the administrative structure reporting to the Student Council;
 - ii. the Committee structure within the Society, and the actual student involvement therein;
 - iii. the Society's support structure available to student volunteers;
 - iv. the Society's advocacy role within the University;
 - v. the Society's relationship with major campus bodies;
 - vi. the Society's relationship and role outside of the University, and
 - vii. the structure of the Executive and Council.
- c. recommend to Council any necessary and expedient changes to improve the effectiveness, productivity, and direct student involvement of the aforesaid structures in the Society;
- d. suggest to Council any changes which may be incidental or conducive to the above recommendations;
- e. work to include the most complete and accurate input from the Society's members; and
- f. engage general members of the Society to encourage them to take an active role in the Governance Review process.

2.2 Membership of the Governance Review Committee

The Governance Review Committee will have the following members:

- a. The President of the Alma Mater Society,
- b. One additional member of the Executive Committee, as designated by the Executive Committee,
- c. Two Councillors appointed by Council, including one member of the Legislative Procedures Committee,
- d. Two Students-at-Large,
- e. The Archivist and Clerk of Council, who shall be non-voting,
- f. The General Manager, who shall be non-voting,
- g. The Executive Director, who shall be non-voting, and
- h. The Executive Special Projects Assistant, Governance, who shall be non-voting,

The Student-at-Large positions are designed to include members of the Society who have not taken an active role in the running of the Society at the executive or Council level, but may have taken on active roles in clubs, constituencies, or other organizations within the University community.



3. Nature and Scope of Work

3.1 Consult and Facilitate Input

In conjunction with external consultants, the Governance Review Committee will:

- a. develop a program to maximize input from Society members participating in public consultation events;
- b. consult with Council on how best to design and analyze input from online surveys administered to Society stakeholders; and
- c. consult with other stakeholders of the AMS as needed.

The external consultant will work closely with the Executive Special Projects Assistant, Governance, and he will act as the main contact person between the external consultant and the AMS.

As part of the Governance Review, the external consultant will meet with the managers of each of the AMS's departments in order to better understand the roles and needs of these essential services. At the request of the external consultant and the approval of the Governance Review Committee, the external consultant may meet with specific staff of the AMS if deemed essential for the Governance Review process.

3.2 Research and Recommend

In conjunction with external consultants, the Governance Review Committee will recommend changes to the Society's operating structure based on best case practices and input from the public consultation events and the online surveys administered to Society members.

It will be the role of the Governance Review Committee to compile and produce the final report recommendation to be given to Council based on its review of the external consultant's report, student feedback, constituency input, as well as other Society members.

4. Budget

4.1 Allocations and Finances

The total budget for this project must not exceed \$38000, including eligible taxes, disbursements, and contingencies. Terms and timelines for payment will be negotiated in the contract for services, but based on the receipt of written invoices from the consultant for the services completed.

5. Proposal Response Guidelines

To ensure that a proposal is considered for evaluation, it should include all information requested and be presented in the order described below.



5.1 Cover Letter

A cover letter dated and signed by a person authorized to negotiate, make commitments, and provide and clarifications with respect to the proposal on behalf of the bidding consultant or firm. Provide a statement indicating your company's understanding of the proposed project and the deliverables required. Provide an indication of any proposed deviations or exceptions to the terms and conditions outlined in this request for proposal.

5.2 Proposed Project Plan

A proposed project plan, with timelines, that indicated the steps to be taken from the start to the conclusion of the Governance Review process.

5.3 Project Team

Identify the lead consultant and provide a breakdown of qualifications for each member of the project team including but not limited to:

- Name;
- Roles;
- Responsibilities;
- Location;
- Estimated amount of time each resource will be dedicated to the project; and
- Resume showing:
 - Education,
 - Professional certifications; and
 - Length and type of experience.

Please also supply three client references for your company or lead consultant, including the name and address of the reference and the name, title, phone number, and email address of the contact person. Describe how the services provided to these references are similar to the services proposed in the Governance Review.

5.4 Innovation

Provide details of any possible innovative ideas, suggestions, improvements, recommendations, or opportunities for improvement that would enhance the project, processes, or required outcomes indicated within this Request for Proposal.

5.5 Costs and Charges

Provide an all-inclusive fixed cost quotation in Canadian Dollars for the project. Identify the expected costs and their allocation. In addition, please include details for unexpected cost overruns and responsibility regarding those matters.



6. Submission of Proposal

6.1 Format and Recipients

You are invited to submit a proposal to provide professional consulting services for the Society's Governance Review in accordance with the terms and conditions detailed in Section 5 of this Request for Proposal.

Please submit your proposal in PDF format to:

- Mr. Aaron Bailey, President of the Alma Mater Society of UBC Vancouver
president@ams.ubc.ca
- Mr. Steven Pannoosamy, Executive Special Projects Assistance, Governance
governance@ams.ubc.ca

The deadline for submission proposals is 31 August 2015, 17:00 PDT. Proposals received after this deadline will not be considered.

7. Inquiries

7.1 Format and Recipients

Inquiries, interpretations, and questions regarding this Request for Proposal are to be directed to:

- Mr. Steven Pannoosamy, Executive Special Projects Assistance, Governance
governance@ams.ubc.ca

Do not contact other members of the Governance Review Committee prior to the consideration of your bid.

8. Proposal Evaluation Process

Upon closing, the Executive Committee will review all proposals for completeness. Only completed proposals will be brought forward for further consideration. Eligible proposals will be evaluated based on the response guidelines and financing competitiveness.

It is critical that the consulting proposal clearly indicates the experience, knowledge, and overall awareness regarding the operating structures of student Societies such as the AMS.

8.1 Review Schedule

The timeline for review of submitted proposals shall be as follows:

- Release of Request for Proposal: 20 August 2015
- Last day for written questions: 27 August 2015
- Proposal Deadline: 31 August 2015, 17:00 PDT
- Tentative review and selection of consultant: 09 September 2015



9. Period of Agreement

The term of any contractual agreement will be from the date of award up to 31 March 2016. All necessary planning documents must be provided in final form, approved by the Governance Review Committee for submission to the AMS council no later than 15 April 2016.

It is the expectation of the Society that the final report from the selected consultant is to be handed to the President and the Executive Special Projects assistant no later than 29 February 2016. The month of March 2016 will be used by the Governance Review Committee to review the work of the external consultant and collaborate on the final plan to be provided to Council.

10. Selection of Successful Consultant

The Executive Committee in conjunction with the Executive Special Projects Assistance, Governance, will be responsible for handling the selection process. Consultants and their sub-consultants may be required to participate in an interview prior to awarding the contract. The Executive Committee reserves the right to reject any or all proposals and to accept the proposal deemed most favourable to the interests of the Alma Mater Society.

11. Contract Negotiation

The Governance Review Committee will negotiate a contractual agreement with the selected consultant. If the Governance Review Committee is unable to negotiate an acceptable contractual agreement with the preferred consultant, then the second preferred consultant may be selected and a contractual agreement developed. The Governance Review Committee, at any time and without liability, may withdraw from negotiations with any potential consultant.

12. Terms and Conditions

The following terms and conditions apply to all proposers.

- 12.1. The AMS will not be responsible for any costs incurred by a consultant in preparing and submitting proposals and/or attending interviews. The AMS accepts no liability of any kind to a consultant prior to the signing of a contract.
- 12.2. Submission of a proposal shall not obligate, nor shall it be construed as obligating the AMS to accept any such proposal or to proceed further with the project. The AMS, through the Governance Review Committee, may in their sole discretion, elect not to proceed with the project, and may elect not to accept any or all proposals for any reason.
- 12.3. At all times, the Consultant has the responsibility to notify the Governance Review Committee, in writing, of any ambiguity, divergence, error, omission, oversight or contradiction contained within the proposal as it is discovered.
- 12.4. Consultants may amend or withdraw their proposals prior to the proposal deadline and time specified in Section 6 of this request for proposal, by way of e-mail to Mr. Aaron Bailey (president@ams.ubc.ca) and Mr. Steven Pannoosamy



(governance@ams.ubc.ca). After the closing date and time, proposals may not be withdrawn or amended.

- 12.5. Proposals submitted shall be final and may not be altered by subsequent offerings, discussions, or commitments unless the consultant is requested to do so by the Executive Committee
- 12.6. The Consultant must identify any information in its proposal that it considers to be confidential or proprietary.
- 12.7. All proposals and accompanying documentation received under this competition will become property of the AMS and will not be returned.
- 12.8. The AMS, through the Governance Review Committee, has reserved the right to waive minor non-compliance by a Consultant with the requirements of this request for proposal. This will allow the Governance Review Committee to consider and possibly accept any proposal which is advantageous even though the proposal may be non-compliant in some minor respect.
- 12.9. The Governance Review Committee reserves the right to accept or reject, in whole or in part, any or all proposals.
- 12.10. The Governance Review Committee reserves the right to cancel and/or re-issue this request for proposal for any reason without penalty.
- 12.11. Prices quoted are to be held firm for a minimum of 15 days following the proposal deadline, and shall remain in effect through the duration of an agreement.
- 12.12. The Consultant's proposal shall form part of the contractual agreement by attachment and will be incorporated by reference. Claims made in the proposal shall constitute contractual warranties. Any provision in the proposal may be included in the contractual agreement as direct provision thereof.
- 12.13. The successful consultant agrees to obtain and maintain all professional certifications and licences necessary to lawfully provide the services required under this request for proposal.