

Student Society
of UBC Vancouver

Governance Review Update

Wednesday, 6 April 2016

Mustafa Nalwala, Executive Special Projects Assistant - Governance

Process

1. March 31: received final report from MNP
2. Councillors were emailed the Executive Summary for review, with the full report available in office for them to read.
3. Report will be presented in open, discussing the timeline, process, budget, and the executive summary recommendations.
4. Council will discuss the full report in camera.
5. Council will approve or disapprove recommendations in open session.

Governance Review Committee

Student Members

- Aaron Bailey, President of the AMS
- Mateusz Miadlikowski, VP Finance
- Veronica Knott, Councillor
- Alan Ehrenholz, Councillor
- Mark Bancroft, Student-at-Large
- María de Fátima Lazo, Student-at-Large

AMS Staff Members

- Sheldon Goldfarb, The Archivist and Clerk of Council (non-voting)
- Daniel Levangie, Executive Director (non-voting)
- Keith Hester, Acting General Manager (non-voting)
- Mustafa Nalwala, Executive Special Projects Assistant, Governance (non-voting)

Timeline- on time!

Council consultation
RFP open

Survey
Stakeholder Consultations

Council approval

August
2015

October 2015

November 2015
– February 2016

March
2016

April
2016

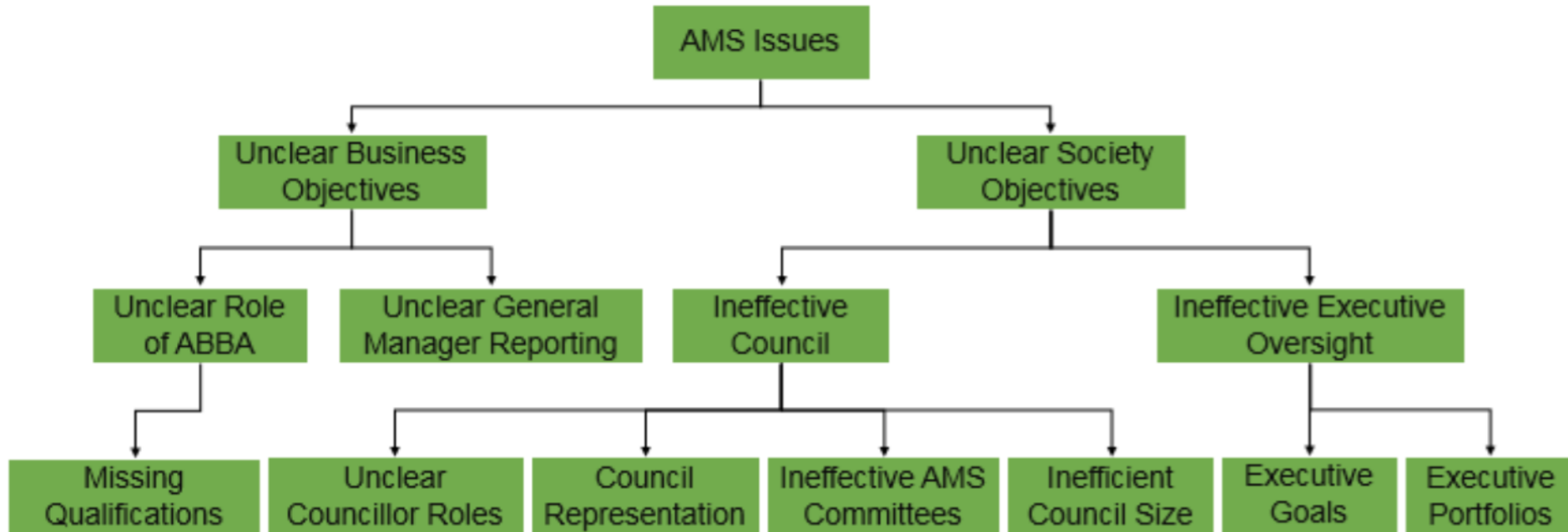
Hire external consulting firm
Confirm Scope of Review

Data review

Budget

- Stayed within budget, specifically \$37,892.84
- Paid consultants: \$36,645

The Hierarchy of AMS Governance Issues



Report: 3 Main Focus Areas

1. Advisory Board for Business and Administration (ABBA)
2. AMS Council
3. AMS Executives

ABBA: Issues

- **Issue 1:** *The AMS has unclear business objectives*
- **Issue 2:** *There is confusion as to whom the General Manager reports*
- **Issue 3:** *ABBA's role within the Society is poorly defined and understood*
- **Issue 4:** *The members of ABBA may not possess the desired qualifications*

ABBA: Recommendations

- ***Recommendation 1:*** Identify and prioritize the objectives of the AMS business operations
- ***Recommendation 2:*** Move away from contribution and instead develop a balanced scorecard

ABBA: Recommendations

- **Recommendation 3:** *Redraw the organizational structure and reporting lines of the AMS to better align student services and business operations, and to improve oversight.*
- **Recommendation 4:** *Keep ABBA as an advisory board to the Executive Committee, and therefore Council, with the VP Finance as the permanent chair of ABBA.*
- **Recommendation 5:** *Revise ABBA's terms of reference as an advisory board to the Executive Committee and VP Finance.*
- **Recommendation 6:** *Create selection criteria and desired skill sets/qualifications for recruiting members of ABBA*

AMS Council: Issues

- **Issue 5:** Objectives and targets of the AMS are unclear
- **Issue 6:** Committees are not being used effectively to do Council work.
- **Issue 7:** Council is too large to be fully effective.
- **Issue 8:** Councillors reported that they do not fully understand their roles
- **Issue 9:** There is concern that some groups on campus are not appropriately represented on Council.

AMS Council: Recommendations

- **Recommendation 7:** *Each year, develop a strategic and operational plan for the year*
- **Recommendation 8:** *Remove all committees that are duplicating staff work*
- **Recommendation 9:** *Revise the terms of reference for every committee of Council to include a regular review (e.g., every one or two years)*
- **Recommendation 10:** *Reduce the size of Council and strengthen the Executive Committee to direct the day-to-day oversight and affairs of the Society.*

AMS Council: Recommendations

- **Recommendation 11:** *Expand the term of office for Councillors to two years and stagger appointments to implement a senior and junior Councillor system.*
- **Recommendation 12:** *Expand the content of the Council orientation*
- **Recommendation 13:** *Introduce annual self-evaluations and Council performance evaluation for Council based on strategic objectives, operational goals, and a balanced scorecard.*
- **Recommendation 14:** *Consider creating Officers within Council that represent specific groups on campus that do not currently have direct representation.*

AMS Executives: Issues

- **Issue 10:** *Oversight Committee has not been successful in influencing Executive roles or behaviour.*
- **Issue 11:** *The membership feels the Executives do not sufficiently communicate their goals and activities to stakeholders.*
- **Issue 12:** *There is concern that Executive portfolios do not adequately distribute work among Executives nor represent the current needs of the Society.*

AMS Executives: Recommendations

- ***Recommendation 15:*** *Eliminate the Oversight Committee and introduce annual self- and peer-performance evaluations for Executives.*
- ***Recommendation 16:*** *Improve the goal setting process for Executives*

Next Steps

- AMS should implement recommendations made by MNP next year
 - Should extend the Governance Review for one additional year
 - Strike a Governance review implementation committee on April 27, terms of reference will be presented then
 - Re-hire an Executive Special Projects Governance Review assistant