



Office of the President

**BuildAMS**

**Governance Review Proposal**

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**Contents**

**Table of Contents**

Contents ..... 1  
1 Executive Summary ..... 2  
2 Introduction ..... 3  
3 Proposed Terms of Reference for the BuildAMS Committee ..... 3  
4 Membership of the BuildAMS Committee ..... 4  
5 Timeline ..... 5  
6 Internal Benchmarking Process (Stage 1 of Governance Review) ..... 6  
7 Post-Move Internal Review (Stage 2 of Governance Review) ..... 7  
8 External Review (Stage 3 of Governance Review) ..... 9  
9 Public Consultation (Stage 4 of Governance Review) ..... 10  
10 Budget ..... 13  
11 Budget Explanations ..... 13

## **1 Executive Summary**

The purpose of this proposal is to outline the rationale, method, and schedule for a governance review of the Alma Mater Society to take place over a year-long period.

### **Rationale**

The last governance review took place between 1993 and 1995 under the Committee for Organizational Renewal and Planning (CORP). CORP made many recommendations to improve the Society's operations and ability to serve its members. While many of CORP's recommendations remain in effect today, the needs of the Society require us to review our current operations and decision-making processes in order to better serve the needs of our members.

### **Method**

The governance review will be conducted by the BuildAMS Committee, with representatives appointed by the Executive Committee and Council. The BuildAMS Committee will also have staff members serving as ex-officio non-voting members.

The governance review will take place over a year-long period, and will consist of:

- a. an Internal Benchmarking Process;
- b. a Post-Move Internal Review;
- c. an External Review; and
- d. a Public Consultation.

The Internal Benchmarking Process will be conducted by Executive Projects Assistant with the supervision of the BuildAMS Committee and will focus on the operations of the Society. The Internal Benchmarking Process will take place from March 2015 to May 2015.

The Post-Move Internal Review will also be conducted by the Executive Projects Assistant with the supervision of the BuildAMS Committee and will focus on the operations of the Society after the move to the AMS Student Nest. The Post-Move Internal Review will take place from June 2015 to November 2015.

The External Review will be conducted by the BuildAMS Committee with the assistance of an external consultant, and will focus on the business operations of the Society, and the manner in which the Executive Committee and Council make decisions and represent the members of the Society. The External Review will take place from September 2015 to February 2016.

The Public Consultation will be conducted by the BuildAMS Committee and the external consultant, and will be aimed at soliciting the opinions, suggestions, and feedback of specific stakeholder groups of the Society. There will be an online General Survey available to all members of the Society from 01 September 2015 to 01 December 2015. Also, the following consultation events will be taking place between September 2015 and March 2016 as part of the public consultation process:

- a. AMS Constituencies Consultation Day
- b. AMS Services Consultation Day

- c. AMS Council and Committee Consultation Day
- d. Public Consultation Day (open to all members of the Society).

The deadline to complete the governance review will be on 30 March 2016. A Final Report produced by the BuildAMS Committee and the external consultant will be due on 30 March 2016, and will contain the results of the Internal Review, the External Review, Public Consultations, as well as the recommendations made by the external consultant.

## **2 Introduction**

The Alma Mater Society was founded 99 years ago, and has been an integral part of the university community. In order to remain relevant to the university student body and the wider university community at large, the Society needs to re-examine its internal decision-making processes, as well as the way it engages its members and the wider university community. This is the fundamental rationale behind this year's proposed governance review.

The last major comprehensive governance review took place between 1993 and 1995 under 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.

## **3 Proposed Terms of Reference for the BuildAMS Committee**

The BuildAMS Committee will be responsible for spearheading the governance review process, and 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, including subsidiary organizations, services, governance, businesses, and administration;
  - 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 support structure for advocacy within and outside the University; and
  - v. the Executive structure.
- 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; and
- e. engage members of the Society to encourage them to take an active role in the governance review process.

### **Day-to-Day Activities**

The BuildAMS Committee will meet on a biweekly basis. In addition, the Committee may also meet with members of the Society who have submitted specific concerns through both the consultation day events, as well as the General Survey.

### **Legal Compliance**

The BuildAMS Committee will also make recommendations that will ensure that the Society complies with any changes to relevant legislation, particularly the B.C. *Societies Act*.

### **Dissolution Date**

The BuildAMS Committee will be dissolved on 30 March 2016. All activities of the BuildAMS Committee must be completed by this date.

## **4 Membership of the BuildAMS Committee**

While members of the AMS executive will be members of the Committee, there will also be three members of Council as well as three students-at-large.

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.

The BuildAMS Committee will have the following members:

#### *Student Members*

- a. *Executive Committee Members:* Two members of the Executive Committee, as designated by the Executive Committee
- b. *Council Members:* Three Councillors appointed by Council, including one member of the Legislative Procedures Committee
- c. *At-Large Members:* Three Students-at-Large, appointed by Council

#### *AMS Staff Members*

- d. The Archivist and Clerk of Council, who shall be non-voting
- e. The General Manager, who shall be non-voting
- f. The Executive Director, who shall be non-voting

#### *Permanent Members*

- g. Two Permanent Members, who must be students. The Permanent Members will be appointed by Council and must be able to commit to serving as members of the BuildAMS Committee from 25 February 2015 to 30 March 2016.

All Student Members and the Permanent Members of the BuildAMS Committee must be appointed by 25 February 2015. The BuildAMS Committee will appoint a Committee Chair from amongst its members. The Chair of the BuildAMS Committee must be a student member.

In the event that Executive Committee Member, Council Member and Student-at-Large positions become vacant on 30 April 2015 as a result of the expiry of the 2014-2015 term of the Executive Committee and Council, the 2015-2016 Executive Committee and the 2015-2016 Council shall be responsible for filling these positions in the BuildAMS Committee by 30 May 2015.

### **Executive Projects Assistant**

The President of the Society will appoint an Executive Projects Assistant, who will work 15 hours a week for the duration of the governance review, and whose purpose will be to coordinate the BuildAMS Committee's activities, plan and promote the consultation day events, and serve as a liaison between the external consultant and the BuildAMS Committee. The salary of the Executive Projects Assistant will be included in the budget.

The Executive Projects Assistant will not be authorized to make any binding commitments or agreements regarding the governance review without the consent of the BuildAMS Committee.

The Executive Projects Assistant will be responsible to the BuildAMS Committee. The BuildAMS Committee will provide guidance and oversight for the Executive Projects Assistant.

## **5 Timeline**

<b>Date</b>	<b>Event</b>
25 February 2015	Deadline for all BuildAMS Committee positions to be filled by Council and the Executive Committee
<b><i>01 March 2015 – 30 May 2015</i></b>	<b><i>Stage 1: Internal Benchmarking Process</i></b>
01 March 2015 – 20 May 2015	Internal Benchmarking Process Focus Group Meetings
01 March 2015 – 20 May 2015	Pre-Move Internal Online Survey
20 May 2015	Internal Benchmarking Process Report submission to BuildAMS Committee for approval
30 May 2015	Internal Benchmarking Process Report submission to Council
	Deadline for Council and the Executive Committee to fill all vacancies in the BuildAMS Committee that may arise from the expiry of the 2014-2015 Council and Executive Committee terms.
<b><i>01 June 2015 – 30 November 2015</i></b>	<b><i>Stage 2: Post-Move Internal Review</i></b>
<b><i>01 June 2015 – 15 November 2015</i></b>	Post-Move Internal Review Focus Group Meetings
15 September 2015 – 15 November 2015	Post-Move Internal Review Online Survey
20 November 2015	Post-Move Internal Review Report submission to BuildAMS Committee for approval
30 November 2015	Post Move Internal Review Report submission to Council
<b><i>01 September 2015 – 20 February 2016</i></b>	<b><i>Stage 3: External Review</i></b>
01 September 2015 – 01 October 2015	Hiring Process for External Consultant
01 September 2015	Release of Request for Proposal for Prospective External Consultants
20 September 2015	Deadline for Proposals from Prospective External Consultants
01 October 2015	Deadline to Hire External Consultant

05 October 2015 – 10 February 2016	External Review Focus Group Meetings
20 February 2016	Submission of Preliminary Report to Council
<b>01 January 2016 – 01 March 2016</b>	<b>Stage 4: Public Consultations</b>
01 November 2015 – 01 February 2016	General Survey
30 March 2016	Submission of Final Report to Council and Dissolution of the BuildAMS Committee

## 6 Internal Benchmarking Process (Stage 1 of Governance Review)

The Internal Benchmarking Process will be conducted by the Executive Projects Assistant, and will start on 01 March 2015 and conclude on 30 May 2015.

The primary objective of the Internal Benchmarking Process will be to review the Society's current operations before the Society starts moving out of the Student Union Building and into the AMS Student Nest. Recommendations will not be made during the Internal Benchmarking Process.

The objectives of the Internal Benchmarking Process will be:

1. to gather information on the Society's current operations before the Society starts moving out of the Student Union Building and into the AMS Student Nest; and
2. to establish internal benchmarks for the Society's operations.

### Role of the Executive Projects Assistant

The Executive Projects Assistant will be responsible for carrying out the Internal Benchmarking Process. In this stage of the governance review, the Executive Projects Assistant's primary role will be to gather facts pursuant to the objective of the Internal Benchmarking Process. The Executive Projects Assistant is not empowered to make recommendations, nor is he or she empowered to make any commitments or promises that suggestions or recommendations received from those participating in the Internal Benchmarking Process will be implemented.

### Focus Group Meetings

As part of the Internal Benchmarking Process, the Executive Projects Assistant will be required to conduct Focus Group Meetings with specific stakeholder groups concerned with the Society's operations. The purpose of these Focus Group Meetings will be:

- a. to receive feedback on the Society's operations; and
- b. to receive information from stakeholder groups on how the Society's operations function.

Focus Group Meetings will be required with the following stakeholder groups:

1. All departments
2. All committees
3. All boards
4. All divisions
5. Former members of the Executive Committee and Council, including:
  - a. at least two executives who were in office from 1993-1995;

- b. at least two executives who were in office from 1996-1999;
- c. at least four executives who were in office from 2000-2010; and
- d. at least eight executives who were in office from 2010 to 2015.

The Internal Benchmarking Process will consult with all relevant stakeholders equally. The Executive Projects Assistant will report to the BuildAMS Committee regarding all Focus Group Meetings. Focus Group Meetings will start on 01 March 2015 and end on 20 May 2015. The BuildAMS Committee will review the results of all Focus Group Meetings.

### **Pre-Move Internal Online Survey**

The Executive Projects Assistant will create an internal online survey for all employees of the Society. The purpose of the survey will be:

- a. to receive feedback on the Society's operations from employees of the Society before the Society moves out of the Student Union Building and into the AMS Student Nest;
- b. to receive feedback from employees of the Society regarding working conditions and overall working experience with the Society in the Student Union Building; and
- c. to receive recommendations from employees of the Society on how the Society's operations can be improved based on their experiences with the Student Union Building.

The Pre-Move Internal Online Survey will be distributed to all employees of the Society via e-mail, and will be online from 01 March 2015 until 20 May 2015.

### **Internal Benchmarking Process Report**

A report containing the results of the Internal Benchmarking Process will be written by the Executive Projects Assistant. The report will be submitted to the BuildAMS Committee for review and approval by 20 May 2015. A final copy approved by the BuildAMS Committee must be submitted to Council by 30 May 2015.

The report must include:

- a. the minutes for all Focus Group Meetings, as well as other meetings that may take place as part of the Internal Benchmarking Process; and
- b. the results of the Pre-Move Internal Online Survey.

## **7 Post-Move Internal Review (Stage 2 of Governance Review)**

The Post-Move Internal Review will be conducted by the Executive Projects Assistant, and will start on 01 June 2015 and conclude on 30 November 2015.

The primary objective of the Post-Move Internal Review will be to gather information on the Society's current operations after the Society moves out of the Student Union Building and into the AMS Student Nest. Recommendations will not be made during the Post-Move Internal Review.



### **Role of the Executive Projects Assistant**

The Executive Projects Assistant will be responsible for carrying out the Post-Move Internal Review. In this stage of the governance review, the Executive Projects Assistant's primary role will be to gather facts pursuant to the objective of the Post-Move Internal Review. The Executive Projects Assistant is not empowered to make recommendations, nor is he or she empowered to make any commitments or promises that suggestions or recommendations received from those participating in the Post-Move Internal Review will be implemented.

### **Focus Group Meetings**

As part of the Post-Move Internal Review, the Executive Projects Assistant will be required to conduct Focus Group Meetings with specific stakeholder groups concerned with the Society's operations. The purpose of these focus group meetings will be:

- a. to receive feedback on the Society's operations; and
- b. to receive information from stakeholder groups on how the Society's operations function.

Focus group meetings will be required with the following stakeholder groups:

1. All departments
2. All committees
3. All boards
4. All divisions
5. Former members of the Executive Committee and Council

The Post-Move Internal Review will consult with all relevant stakeholders equally and will take place from 01 June 2015 to 15 November 2015. The Executive Projects Assistant will report to the BuildAMS Committee regarding all focus group meetings. The BuildAMS Committee will review the results of all Focus Group Meetings.

### **Post-Move Internal Online Survey**

The Executive Projects Assistant, create an internal online survey for all employees of the Society. The purpose of the Survey will be:

- a. to receive feedback on the Society's operations from employees of the Society before the Society moves out of the Student Union Building and into the AMS Student Nest;
- b. to receive feedback from employees of the Society regarding working conditions and overall working experience with the Society in the Student Union Building; and
- c. to receive recommendations from employees of the Society on how the Society's operations can be improved based on their experiences with the Student Union Building.

The Post-Move Internal Online Survey will be distributed to all employees of the Society via e-mail, and will be online from 15 September 2015 until 30 November 2015.

### **Post-Move Internal Review Report**

A report containing the results of the Post-Move Internal Review will be written by the Executive Projects Assistant. The report will be submitted to the BuildAMS Committee for review and

approval by 20 November 2015. A final copy approved by the BuildAMS Committee must be submitted to Council by 30 November 2015.

The report must include:

- a. the minutes for all Focus Group Meetings, as well as other meetings that may take place as part of the Post-Move Internal Review; and
- b. the results of the Post-Move Internal Online Survey.

## **8 External Review (Stage 3 of Governance Review)**

### **External Consultant**

An external consultant will give the BuildAMS Committee an objective point of view and a fresh look at the current state of the Society. An experienced external consultant will also allow the BuildAMS Committee to conduct the governance review effectively and efficiently, and will be able to make recommendations on how the Society can improve its operations.

### **Hiring Process for External Consultant**

A formal request for proposal will be released to the various consulting firms in the Lower Mainland. We expect that the external consulting firm will play an active role during the governance review process, particularly in both delivering the consultation events that will be organized by the Committee, as well as helping the committee analyse the input generated from these events and the production of the Committee's final report.

The request for proposal will be released on 01 September 2015. Proposals from prospective external consultants must be received by 25 September 2015, 6PM.

The Executive Projects Assistant will manage the proposal and hiring process. The BuildAMS Committee will evaluate all proposals received by the deadline, and hire the external consultant. The BuildAMS Committee's hiring decision shall be subject to Council ratification. An external consultant must be hired by 01 October 2015.

### **Budget for External Consultant**

During the last major governance review in 1993-1995 under CORP, the initial consulting fee charged by Chancellor Partners was \$28,700; however, the consulting fee when above-budget when the firm took over additional duties, making the total consulting fee expense \$38,200. The budget for the governance review will anticipate that the Society will incur a \$38,000 consulting fee expense.

### **Focus Group Meetings**

As part of the External Review, the BuildAMS Committee and the external consultant will be required to conduct focus group meetings with specific stakeholder groups concerned with the Society's overall operations. The purpose of these focus group meetings will be:

- a. to receive feedback on the Society's overall operations;
- b. to prepare for the Public Consultations events;
- c. to make recommendations based on the results of the Internal Benchmarking Process and the Post-Move Internal Review; and
- d. to receive recommendations from stakeholder groups on how the Society's overall operations can be improved.

The format of the focus group meetings for the External Review will be determined by the external consultant, and must be approved by the BuildAMS Committee.

Before focus group meetings can commence, the external consultant must review the Internal Review Report during the Orientation Meeting with the BuildAMS Committee.

Focus group meetings will be required with the following stakeholder groups:

1. All departments
2. All committees
3. All boards
4. All divisions
5. Former members of the Executive Committee and Council

The External Review will consult with all relevant stakeholders equally.

The BuildAMS Committee and the external consultant may choose to conduct additional focus group meetings with additional stakeholder groups as needed.

The Focus Group Meetings must start by 05 October 2015 and conclude by 10 February 2016.

After all Focus Group Meetings have been held, the BuildAMS Committee and the external consultant will conduct a Review Meeting to review the results of the Focus Group Meetings.

### **Preliminary Report**

The Executive Projects Assistant and the external consultant must provide a preliminary report to Council regarding the results of the External Review by 20 February 2016. The report must include:

- a. minutes of all focus group meetings;
- b. minutes of the Review Meeting;
- c. the external consultant's recommendations based on the results of the focus group meetings, as well as the results of the Internal Benchmarking Process and the Post-Move Internal Review.

## **9 Public Consultation (Stage 4 of Governance Review)**

In order for the governance review to be effective, we need to ensure that we involve as many of the Society's members as possible in order to give them a way to make their views heard and their needs known. Throughout the governance review process, we will be engaging with various

stakeholders of the Society in order to formulate recommendations that reflect the wants, needs, and desires of our members.

The consultation day events for constituencies, Council and AMS committees will be run by the BuildAMS Committee with the assistance of the external consultant. The input from both the consultation days and the General Survey will be analyzed by the Committee and will form the basis of the Committee's recommendations to Council. The BuildAMS Committee will determine the schedule for the consultation day events.

Consultation day events will be organized by the BuildAMS Committee. The structure and programming of each consultation day event will be made in consultation with the external consultant. The consultation day events must take place between 01 January 2016 and 01 March 2016.

We will also be engaging with AMS clubs through an online survey.

### **General Survey**

The General Survey will be a series of surveys administered to the entire membership of the Society, as well as to certain stakeholder groups. This survey is meant to engage students, and to get their opinions on the AMS Student Government and the AMS Businesses.

The General Survey may be administered online. Students participating in the survey will be advised that the data they provide will be held in servers in the United States. The General Survey may also be administered in-person.

The General Survey will be created by the external consultant and approved by the BuildAMS Committee. The Executive Projects Assistant will ensure that the external consultant has access to previous surveys conducted by the Society. The General Survey will be online from 01 November 2015 to 01 February 2016.

### **AMS Constituencies Consultation Day**

This consultation day event will be open to AMS constituency leaders, as they represent students within their respective faculties and schools, and will be able to provide the Committee with information on how the Society can better serve students and better meet students' faculty-related needs.

### **AMS Services Consultation Day**

This consultation day event will be open to representatives of organizations classified as AMS Services:

1. AMS Food Bank
2. Safewalk
3. Speakeasy Student Support
4. Advocacy Office

5. Tutoring Service
6. AMS Volunteer Connect
7. Sexual Assault Support Centre

The AMS Services Consultation Day event will:

- a. provide a platform for the Services to examine their primary objectives, and determine whether these objectives are being met;
- b. examine the current state of each Service;
- c. determine whether the Service needs to alter its primary objectives; and
- d. determine ways that the Society can provide better support for the Services.

The BuildAMS Committee will also draw on the Services review completed the previous year.

### **AMS Council and Committee Consultation Day**

This consultation event which will be restricted to members of Council, as well as members of AMS committees.

The Council and Committee Consultation Day event will:

- a. provide a platform for Council and members of AMS Council Committees to determine their primary objectives, and determine whether these objects are being met;
- b. examine the current state of existing AMS Committees; and
- c. determine ways to improve Council and Committee decision-making processes.

### **Public Consultation Day**

This will be the final consultation day event, and will be open to all members of the Society.

The Public Consultation Day event will:

- a. provide all members of the Society with an opportunity to contribute to the governance review process; and
- b. will enable the BuildAMS Committee to consolidate the inputs of all other stakeholder groups, including a draft of the final report, prior to meeting with the broader membership of the Society.

### **Final Report**

A report containing the results of the Internal Benchmarking Process, the Post-Move Internal Review, the External Review, and the Public Consultation will be submitted by the Executive Projects Assistant and the external consultant to Council, upon the approval of the BuildAMS Committee.

The report must contain:

- a. minutes and results of the public consultation day events;
- b. results of the General Survey review; and
- c. the external consultant's recommendations for improvements to the Society based on the Internal Benchmarking Process, the Post-Move Internal Review, the External Review, and the Public Consultations.

The Final Report is due on 30 March 2016.

## 10 Budget

Expenses	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	Totals
Consulting Fee															38500	38500
Consultation Days - Food and Beverage								400	400			400	400			1600
Communications								800				800				1600
Consultation Days – Prizes								100	100			100	100			400
Salary - Executive Projects Assistant	720	720	720	720	720	720	720	720	720	720	720	720	720	720	720	10800
<b>Totals</b>	720	720	720	720	720	720	720	2020	1220	720	720	2020	1220	720	39220	52900
10% Contingency (Salary of Executive Projects Assistant excluded)																4210

## 11 Budget Explanations

Expense Item	Explanation
Consulting Fee	This is the fee that will be paid to the external consultant. This is based on the amount spent during the previous governance review.
Consultation Days – Food and Beverage	This expense is aimed at attracting members of the Society to the consultation day events. The food and beverage is meant to be enough for a maximum of 50 attendees per event.
Consultation Days – Prizes	This expense is aimed at attracting members of the Society to the consultation day events.
Communications	This expense includes expenses for posters and online ads.
Salary – Executive Projects Assistant	The Executive Projects Assistant will be a part-time student staff employee of the Society whose primary role will be to assist the BuildAMS Committee in the execution and implementation of the governance review. The Executive Projects Assistant will work on a part-time basis for 15 hours a week. The Executive Projects Assistant’s salary will be billed out of the President’s budget, and will be excluded from the contingency.