

AMS Strategic Plan Update

June 3rd, 2020

History

- History of AMS attempts at Strategic Planning go back almost 20 years.
- After the 2016 Governance Review, the number one recommendation that was given to the AMS was the need for a Strategic Plan to guide the organization.
- Since then, successive Presidents, Executive Teams, Steering Committees, and Councils have attempted and failed to produce any meaningful progress towards the full completion of a Strategic Plan.
- Due to a lack of a Strategic Plan, the organization continues to lack an overarching guide to help with goal setting, project planning, and strategic direction based on values.

A BRIEF TIMELINE

2001

Leading the Way Strategic Plan

Limited usage, one progress report submitted 2 years after adoption even though mandated by Code.

2005

AMS Strategic Framework

More of a strategic document, but was complicated and died in transition.

2010 to 2014

Various Proposals

Various projects proposed from new plan, business plan, and Vision 2030.

AMS Governance Review (2016)

The 2016 AMS Governance Review made a number of strategic recommendations that have yet to be implemented. Here are some key highlights:

1. Create a guiding strategic document for the AMS.
2. Identify strategic objectives of AMS Business Operations.
3. Develop new scorecarding and metrics tracking to evaluate business performance beyond contribution.
4. Revise governance related areas regularly against strategic objectives.
5. Improve the Executive goal setting process so it integrates with overall strategic planning.
6. Have annual Executive goals come from strategic values rather than directly from campaign promises.
7. Improve Council involvement in goal setting for business and service operations.

Since the Governance Review

- Each President since 2016 has attempted to create or begin work on an in-house Strategic Plan in response to the Governance Review, as well as organizational demands.
- All plans and attempts have been either unsuccessful, too preliminary, or were abandoned due to lack of traction.
- Although there are a variety of reasons why plans haven't worked, especially a lack of internal capacity to produce one, the AMS has not produced a draft strategic plan that is approval-ready since 2005.

What Have We Learned



Strategic Plans Take Time and Capacity



Goal Setting Must Carry Weight, but Can't be Specific.



Plan Must Have a Strong Implementation Framework.



Multiple Councils Have Identified Strategic Need



In-House Attempts to Create a Plan Have Failed



Still Lots of Room in the AMS for Strategic Development.

Why We Need a Strategic Plan



Values

A plan that outlines clear organizational values.



Strategy

An outline of our strategic direction moving forward.



Guidance

A plan to guide goal setting at all organizational levels.



Vision

Setting an exciting direction of where we're heading.



Consistency

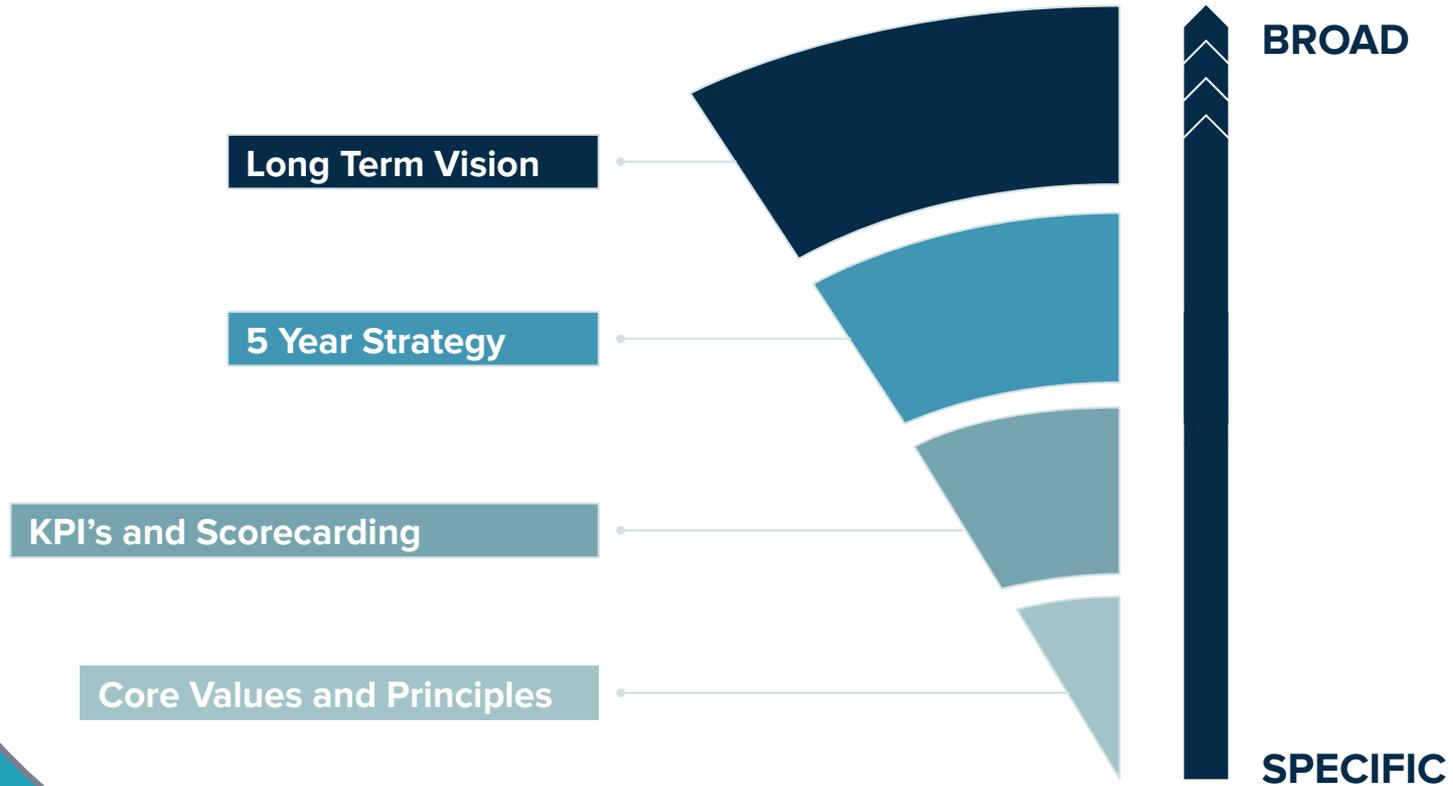
Provide better year-over-year continuity.



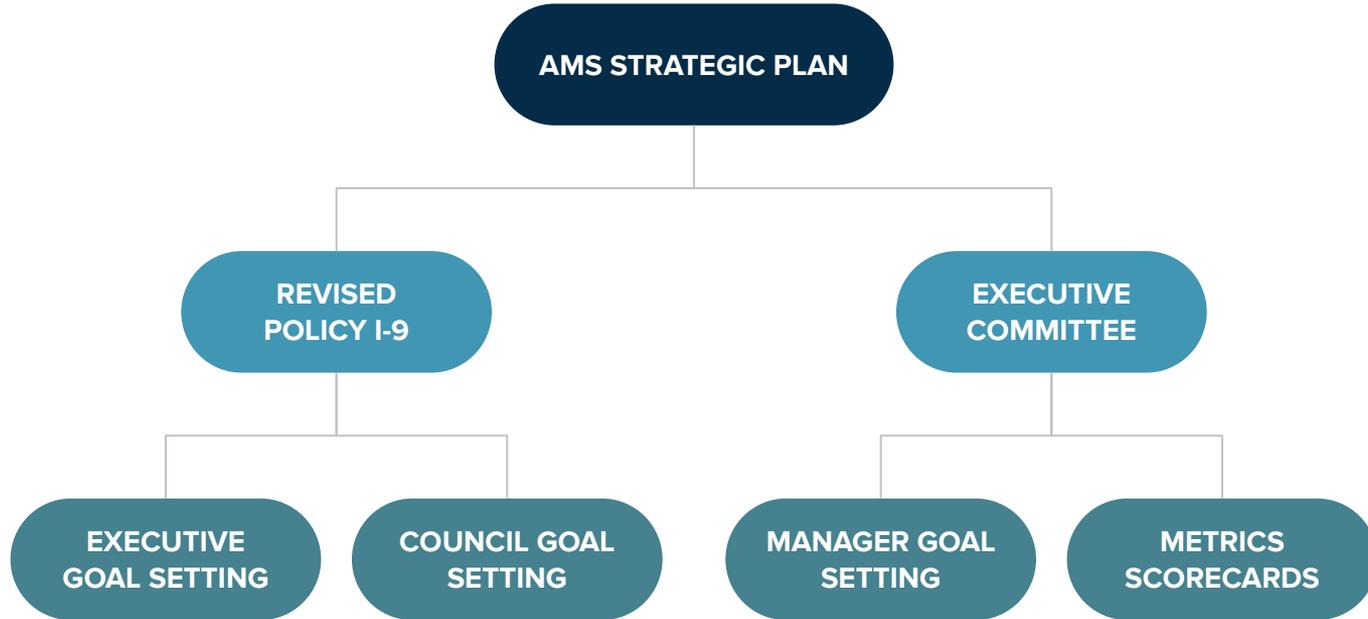
Accountability

Greater accountability mechanisms at all levels.

Hypothetical Scope



Hypothetical Scope - Usage



WHAT'S NEXT?

01

EXTERNAL CONSULTANT: FULL STRATEGIC PLAN

PROS	CONS
<ul style="list-style-type: none">• Most validity.• Professional help with plan creation.• Offloaded capacity from Executives and Staff.• Highest chance of success.	<ul style="list-style-type: none">• High cost.• Risk if plan is not properly implemented.• Students may not understand rationale for investment at this time.

- **AMS** would conduct RFP process.
- Could cost between \$40k to \$70k.
- Potentially reduced cost due to COVID-19.
- Highest chance of long-term success.

02

EXTERNAL CONSULTANT: BUSINESS + SERVICES PLAN

PROS	CONS
<ul style="list-style-type: none">• More targeted approach, alleviating risk of it not being followed.• Reduced cost.• Provides basis for senior leadership to set goals.	<ul style="list-style-type: none">• Less Executive and Council involvement in goals.• Potential for bloat with high number of Society plans.

- Would focus on operational scorecarding and values.
- Would base internal performance tracking on plans.
- Potential to run development in-house.

03

IN HOUSE DEVELOPMENT: STUDENT STAFF DRIVEN

PROS	CONS
<ul style="list-style-type: none">• Student-led process.• Additional student employment.• Lower Cost.	<ul style="list-style-type: none">• Potential capacity issues.• Lack of professional and strategic experience.• Lower validity.

- **AMS** would hire **Strategic Plan Coordinator** under **President's Portfolio**.
- Cost would be around **\$20k to \$25k**.
- High risk due to lack of experience, capacity issues, implementation questions.

04

**IN HOUSE DEVELOPMENT:
SAME AS BEFORE**

05

SCRAP STRATEGIC PLAN

Key Proposal Principles

Regardless of which one of the following proposals may be chosen, the process of creating an AMS Strategic Plan will be primarily student driven. This includes:

- 1. Creating an Ad Hoc Committee of Council to steer the project, whether it be with an external consultant or with internal stakeholders.**
- 2. Strong channels of communication with Council to report back with updates on the project, from the Executive, the Ad Hoc Committee, and the Managing Director.**
- 3. Extensive student consultation facilitated by either an external consultant or internal stakeholder.**
- 4. Developing ways to ensure a completed Strategic Plan is accessible to the community, not just an internal document.**

PROPOSED ACTIONABLES

01

**EXTERNAL
CONSULTANT**

**FULL STRATEGIC
PLAN**

**Executive
Recommendation:**

**Highest chance of
success, but high
cost.**

02

**EXTERNAL
CONSULTANT***

**BUSINESS +
SERVICES PLAN**

**Executive
Recommendation:**

**Lower cost, but
misses large parts
of the AMS.**

03

**IN HOUSE
DEVELOPMENT**

**STUDENT STAFF
LED FULL PLAN**

**Executive
Recommendation:**

**Lowest cost, but
also lower chance
of success.**