

# GOVERNANCE REVIEW PROPOSAL

## For the Alma Mater Society of UBC Vancouver

### 1 OVERVIEW

I am pleased to submit this proposal to develop a **Strategic Plan for the Alma Mater Society (AMS) of UBC Vancouver**.

#### 1.1 Objectives

- Determine the scope and objectives of the plan as decided by the AMS top leadership and board of directors.
- Develop a suitable structure for the plan that reflects “one vision” for the entire society, while simultaneously adjusting its format to the different areas of the organization as necessary.
- Consult with internal stakeholders and build agreement on priorities and goals.
- Consult with key external stakeholders on relevant aspects of the plan.
- Document the outcomes of the strategic planning process into an accessible plan to the satisfaction of the board of directors and top leadership.

#### 1.2 Scope

The present proposal includes:

- The forensic analysis of previous strategic planning attempts, to identify viable strategies as well as processes that are not recommendable within the unique context of the Society.
- On-going consultation and work with the board and top leadership to identify plan objectives, themes and goals.
- Consultation with stakeholders.
- Plan development and documentation.
- Recommendations for reporting and plan implementation. (Note: *Plan implementation is not included in this proposal*)

## 1.3 Summary of Deliverables

The AMS will receive:

- A presentation detailing the strategic planning process, findings, and outcomes of the strategic planning process.
- An accessible document, outlining the strategic plan.

# 2 PROPOSAL

## 2.1 Rationale

The Alma Mater Societ is non-for-profit organization (NFP) that aims to improve the quality of the educational, social, and personal lives of the students of UBC.

The AMS naturally faces similar challenges to other NFP. In particular, the AMS is faced with periodic turnover of its top leadership, both at the executive and the board level. As a result, ensuring consistency in the approach and strategic direction across multiple years can be a herculean task in the absence of a framework aimed to provide continuity. This lack of multi-year planning can have the unfortunate consequence of leaving full time permanent staff without a clear sense of direction and struggling to understand how to align themselves with the vision of the board.

The AMS is also an unusually complex organization. Unlike most other student societies, which rely primarily on levied fees, the AMS also runs businesses that contribute to its fiscal exercise. Additionally, the AMS has an extensive offering of services that support students, runs small to large scale events, and engages in advocacy efforts to the University and the government. The different nature of these activities requires that the strategic plan is structured in a manner that is compatible with the diverse aspects of the operation.

In this context, it is highly advisable that the AMS develops a strategic plan that provides a cohesive vision for the entire organization, while simultaneously structuring its themes and goals in a way that is tailored to the applicable units that will ultimately enact its vision. It is easy to see how this plan would streamline the society's its ability to achieve its complex mission, support a healthy workplace, for all staff and volunteers, and maintain compliance with internal and external regulatory requirements.

## 2.2 Execution Strategy

The first phase will consist in identifying the objectives and scope that the board and top leadership have for the plan. This means understanding how the AMS sees the plan working in its structure, and the manner in which it would operate as a tool to support future leadership, as well as the broader organization and staff. Additionally, this phase will include a review of past attempts at developing a strategic plan, to identify approaches that have been successful, as well as approaches that have created difficulties in finalizing and implementing a strategic plan previously.

Once the objectives and the scope of the plan have been clearly defined, a tailored strategy will be developed for each area that the plan will tackle. In this way, the creation of the plan will reflect the different nature of the units across the organization. With the units and the approach for each identified, consultation with internal stakeholders will provide draft themes and goals that can be evaluated by top leadership and the board. At this point, external consultation of relevant stakeholders can be carried out to assist the board in the decision making process.

Finally, a draft document will be prepared and a constructive feedback process will lead to a finalized version. Note that the success of the plan relies not only on its creation, but on its implementation. Hence, implementation strategies will be discussed and considered during the planning process. Recommendations for plan implementation and possible reporting structures will also be provided.

The planning process will be co-led by the consultant and a representative from the organization. Additionally, a working group structure will be adopted when necessary to increase engagement and participation from the members of the board who have an interest in the process. Recognizing the nature of the organization and its mission to serve students, an educational, open and inclusive approach will be adopted, and students of all backgrounds, identities and level of knowledge will be welcome and encouraged to participate actively in the process.

## 2.3 Timeline for Execution

Upon commencement of the project:

- Objectives & Scope: 1 month.
- Plan structuring and consultation: 2.5 months.
- Plan drafting & review: 1.5 month.
- Final plan creation: 1 month.

## **3 PRICING**

### **3.1 Consultant**

The project is quoted on a discounted rate for non-for-profit organizations at a lump sum value of \$15000 (fifteen thousand Canadian dollars) in addition to a biweekly rate of \$500 (five hundred dollars) for the duration of the project.

Lump sum payment schedule:

- 25 % invoiced at the beginning of the project,
- 25% invoiced January 31<sup>st</sup> contingent on satisfactory progress,
- 50% invoiced upon completion of the project.

The biweekly rate will be invoiced on a biweekly schedule.

All invoices are due within 30 days.

### **3.2 Additional Costs**

An expense account of \$2000 (two thousand Canadian dollars) is required to cover expenses of the project (e.g. meeting expenses, participation incentives, stakeholder engagement).

## **4 CONFIDENTIALITY**

All the work product and documents exchange will be treated in the utmost confidentiality. Any discussions or distribution of documentation will be between the consultant and the designated AMS personnel. All the work products will be property of the AMS at the end of the project.

## **5 CONCLUSION**

I look forward to working with the Alma Mater Society.

If you have questions on this proposal, feel free to contact me at your convenience by email at [nromualdi@outlook.com](mailto:nromualdi@outlook.com) or by phone at +1 (604) 916-0815.

Thank you for your consideration,

A handwritten signature in black ink, consisting of a large, stylized loop that crosses itself, with a long horizontal stroke extending to the right.

Nicolas Romualdi