



Proposal

Western University Students' Council Governance Study

August 2017

impact.
CONSULTING



Social Innovation • Social Enterprise • Social Finance • Board Governance • Diversity Training

pillarnonprofit.ca/impact

Section 1.0 Contact Information for the Principal Contact Person

Albert Brulé, Director of Resource and Business Development, Impact Consulting, will serve as principal contact:

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Section 2.0 Project Overview and Proposed Approach

Our Understanding of the Project

The USC has expressed a desire to review its governance structure with a view to ensuring clear roles, responsibilities and relationships between the Council, the Board and the Executive.

Using design thinking as the guiding framework, our goal is to partner with your stakeholders and guide you through an exploration of options for a renewed governance framework. You've identified that you'd like to do things differently and are looking for guidance and assistance in creating this new structure.

That is where we come in. We envision a blended approach for this project. One in which we, as the consulting team, do some pre-work and gather information and data, and then work with you as the subject experts to identify, co-create and explore options that will help you to identify and address the issues, concerns and objectives you are trying to achieve.

Our team will guide you through a process that emerges and evolves in a creative way. Each phase will emerge as we move through our time together. This is an organic process that will be thoughtful, responsive and flexible to ensure all voices are heard and that you arrive at an end place that feels right for all. We will not prescribe the best way forward; rather, your collection of voices will help direct us.

The project will comprise four distinct elements.

One: Data Gathering

We will work with your coordinating committee to gather the information and data required to inform the next steps in the process.

Two: Discovery Jam

We will conduct a session with key stakeholders to flesh out the desired future state of governance. What are the challenges you face? What are you hoping to achieve? What would the ideal future state look like?

Three: Design Jam

Building on the data gathered and input from the Discovery Jam, we will conduct a Design Jam with a broader range of stakeholders to explore how best to achieve the desired future state as expressed during the Discovery Jam.

Four: Final Report

We will summarize the findings and recommendations agreed to by the stakeholders along with a plan for implementation. An optional component may require additional work to support the revision of bylaws to reflect the new governance structure.

Section 3.0 Profile of the Consulting Team

Impact Consulting by Pillar Nonprofit Network brings expertise and innovation to help clients achieve short and long term goals with our high-quality and cost-effective services that build capacity, foster collaboration, and spur social innovation.

Our team offers a demonstrated track record of experience and expertise in shared space development, and social enterprise working with diverse nonprofit and for-profit organizations to guide them through structured processes of business model design, validation, testing and scaling.

Maria Sanchez-Keane is the Principal Consultant for the Centre for Organizational Effectiveness, an organization focused on assisting non-profit and public organizations in the areas of strategy, capacity building and evaluation. She has worked within health, public health, child welfare, children's mental health, education and community health sectors. By her work she aims to improve the health and well-being of people, particularly those most vulnerable and marginalized in society, through organizational, community and systems improvements and change.

An international consultant, trainer and facilitator since 1994, as well as having over ten years of senior management experience in the non profit sector, Maria's areas of expertise include community engagement, strategic planning, organizational development and program evaluation. In today's context of a rapidly changing environment, she has designed, facilitated and managed a wide variety of processes for communities and organizations to increase their capacity and serve more effectively. As well, with her strong facilitation skills, she has worked with groups experiencing challenges, including conflict, and assisted in creating high performance work groups. Maria's organizational background has given her clients the ability to develop strong implementation plans with clear performance measures geared toward effectively evaluating the success of initiatives undertaken. She has worked with various sized groups, from teams of three to organizations with thousands of employees across many communities. She has facilitated hundreds of retreats, conferences, workshops, community and organizational processes. Maria is founder of the Centre for Organizational Effectiveness which has been in business for the past 16 years.

Due to the varied groups with which Maria has worked, she brings with her an extensive facilitative background with a long list of varied approaches to working with communities and organizations, including approaches such as appreciative inquiry, gaps analysis, community development, comparative analysis and risk assessments. She has worked with community, organizational, municipal, provincial and national leaders. Maria has worked with child welfare and children's mental health organizations for over through strategic planning, project management, evaluation and implementing differentiated response strategies. In this project Maria will be the lead.

Maria's business approach is marked by the philosophy of creating working communities which are empowered to generate and implement strong strategic solutions.

Her educational background includes a Master of Business Administration and a Master of Divinity, as well as other degrees, diplomas and certifications.

Dharshi Lacey has worked for over 20 years in the nonprofit sector. She leads a number of professional development workshops on board governance for Pillar Nonprofit Network and offers consulting services to nonprofit boards. This fall she taught Board Governance for the Nonprofit Management Post-Degree Diploma offered by Western University Continuing Studies.

She also has many years experience in Cultural Competency, she has facilitated sessions with boards and organizations to help them embed an inclusive lens in their leadership and operational work. Dharshi is excited to be leading the DiverseCity onBoard provincial program funded by Ontario Trillium Foundation. This Ontario collaborative will seek, collectively, to make tangible and measurable change to the face of leadership in four of Ontario's largest and most diverse cities - Hamilton, Toronto, London, and Ottawa - by connecting qualified candidates from under-represented groups and communities to agencies, boards, and commissions in the public and nonprofit sectors.

Albert Brulé (MBA) leads the Impact Consulting team at Pillar Nonprofit Network. With over 25 years experience, Albert has worked with a wide array of organizations in such areas as fundraising, marketing, board governance and strategic planning. He has held senior posts with such organizations as the Canadian Breast Cancer Foundation, University of Alberta, and Fanshawe College. He teaches in the Nonprofit Management program at Western University and in the School of Communications, Media, Arts and Design at Centennial College. As a consultant and strategic advisor, he has expertise in business planning, fundraising, corporate partnerships, governance, social enterprise and social finance.

Section 4.0 Budget & Schedule

Budget

Based on the scope of work, project requirements and estimated time commitment, the proposed budget for this engagement is **\$16,800** (inclusive of all fees).

	Est. Hours	Fee
Research & Data Gathering	32	\$4,000
Advance Preparation	36	\$4,500
Discovery Jam	24	\$3,000
Design Jam	24	\$3,000
Final Report and Recommendations	12	\$1,500
Sub-total		\$16,000
Project Administration		\$800
Total		\$16,800

The optional revision of bylaws can be arranged after the project is complete. We estimate up to 10 hours @ \$125 should be adequate.

Note: *Impact Consulting is HST exempt.*

Proposed Dates

We suggest 2 sessions. The Discovery Jam would be conducted at the end of September. This could be 9 am to 2 pm or afternoon/evening if that works better. Following a 2-week break, we would conduct the Design Jam. Again, it could be during morning/afternoon or afternoon/evening.

Our goal would be deliver the final report before end of October.