

CUS Recognized Clubs Consultation 2010

*A Report by the Policy and
Procedures Committee*

***Prepared for:
CUS Board of Directors
August 30th, 2010***



commerce
undergraduate
society



Friends, colleagues, and fellow Directors of the UBC Commerce Undergraduate Society,

Clubs have been an important part of student life at UBC for the past 95 years. With over 300 clubs on campus, everyone can find something they like. Clubs within Sauder play an important role: providing a glimpse into potential careers in specific industries while having some fun. However, we need to ask ourselves if the status quo of clubs with Sauder is satisfactory. After a consultation with the clubs, there are certain challenges present that need to be addressed. Specifically, challenges exist around funding, communication, resources, recognition, engagement, and governance. In the interest of continual improvement of the student experience, the CUS should act to enhance the value clubs provide to students. This would involve:

- Increased funding to clubs by moving to a modified value based funding model
- Submission of a budget during the CUS budgeting period
- Increasing the availability of CUS services to clubs by creating a club engagement package outlining services for clubs
- Appointing the Vice-President Internal Affairs as a governance lead for the clubs
- Reviewing and broadening the responsibilities of certain CUS services for operational inclusion
- Introducing a new Clubs Council retreat, or include club presidents on CUS Service Council retreats
- Ensuring that all services clubs had prior to the building renovations are restored (i.e. CUS office space, mailboxes, and storage space)
- Including club presidents as automatic invitees to Awards Night and receive CUS swag
- Encouraging clubs to work together to create bigger and better events

I would like to thank all the club executives who provided their thoughts and opinions of CUS Recognized Clubs over the past month. Also, I would like to thank Serge Skovorodnikov, member-at-large for the CUS Policy and Procedures Committee, for his effort and support during the consultation. It is without their support this consultation would not have been completed.

Regards,

Chad Embree
Chair, Policy and Procedures Committee

Table of Contents

Clubs Consultation 2010



commerce
undergraduate
society

Executive Summary	1
Introduction	3
Clubs Operations Prior to 2010	4
The Status of CUS Recognized Clubs	5
Reflection on the Status Quo	6
Recommendations	6
Appendix One – Clubs Funding: Status Quo	9
Appendix Two – Clubs Funding: Improved Status Quo	10
Appendix Three – Clubs Funding: Equity Based Funding	11
Appendix Four – Clubs Funding: Value Based Funding	12
Appendix Five – Clubs Funding: Modified Value Based Funding	13



Introduction

Ever since the foundation of the UBC Alma Mater Society 95 years ago, clubs have been an integral part of student life. Clubs give students the opportunity to meet other students with similar interests in an informal setting, network with professionals in their particular field of interest, and engage other students about their interests by hosting and organizing events. The number of clubs available to students at UBC is one-and-a-half times the number of counties in the world: over 300. The Sauder School of Business and the Commerce Undergraduate Society (the CUS) are lucky to have thirteen clubs that are focused on students completing their Bachelor of Commerce degree.

Clubs became a major focus within the Commerce Undergraduate Society within the late 90's. There was a need for better career resources that the then Faculty of Commerce and Business Administration wasn't able to provide. The faculty was under a budget crunch due to the provincial government, under the lead of the NDP, freezing tuition under economic hyperinflation. Clubs became an important bridge between the business community and the students of the business faculty. After revising the CUS student fee in 2001, clubs began to be recognized by the CUS to receive funding. Funding for clubs was unheard of at UBC, as no club within the UBC Alma Mater Society receives funding. To this day, funding is still not provided.

Today, clubs are just as valuable as they were years ago. In the interest of continual improvement and process innovation, it is important to stop and review the status quo and ask: How can we improve what we already have? Do problems exist that we don't know about? What are our key strengths and weaknesses? Given the length the status quo has carried on within clubs, the time has come to ask questions.

This report examines the current situation of CUS Recognized Clubs, their thoughts and feelings, and shall make recommendations for future strategies and operational procedures. (From this point on in this report, the reference to "clubs" shall refer to CUS Recognized Clubs unless otherwise stated.)

Clubs Operations Prior to 2010

Prior to its revision in 2009, CUS Recognized Clubs has certain responsibilities outlined within the CUS Constitution. These responsibilities included:

- Recognition by the AMS as a club
- No solicitation of the business community without approval from the VP External
- Submission of a budget to the VP Finance prior to budget approval
- Be a member of the CUS President's Council
- Report their financial standing at the end of each semester
- Submit a calendar of event to the VP Marketing by May 31st

Between the years of 2001 and 2009, these responsibilities became ignored, unenforced, or impractical. While the exact cause is unknown, it is safe to assume the issue was a lack of governance and communication from the CUS. In 2007 with the introduction of the Corporate Relations Director, clubs began to solicit the business community without collaborating with the VP External. As the CUS Constitution revision process entered consultation, it was decided that any new governance would be outlined in the Clubs Policy. To this date, nothing has been drafted.

The Status Quo of CUS Recognized Clubs

To date, the following clubs are considered to be CUS Recognized Clubs:

- Accounting Club
- Business Communications Club (BizzComm)
- Business Technology Club (BizTech; formally the E-Business and MIS Club)
- Consulting Club
- Co-op Student Association of Sauder (COSAS)
- Finance Club
- Human Resources Management Club (HRMC)
- International Business Club
- Marketing Association (UBCMA)
- Real Estate Club
- Student in Free Enterprise (SIFE UBC)
- Transportation and Logistics Club (TLog Club; formally TALSA)
- Venture Capital and Private Equity Club (VCPE)

On July 31st of 2010, the CUS Policy and Procedures Committee began consultation with the clubs to examine the status quo. Executives of both past and present clubs were polled. The survey did receive fair support from most clubs, with the exception of the SIFE UBC and COSAS. While the opinions of the clubs were diverse, there was some general consensus on a number of issues, both major and minor.

1) Funding

All clubs came forward during the consultation noting that they wanted more funding. This view was also expressed by a few Directors of the CUS during budget approval. However, the real question is *how* to fund clubs and the best model to use.

2) Communication

Most clubs felt that there is no communication between clubs, or any communication that used to exist is now non-existent. The probable cause for this breakdown in communication was the sudden change in structure of governance in regards to clubs during the revision of the CUS Constitution. In addition, due to the lack of communication and collaboration, the “Sauder student marketplace” has been saturated with events by the CUS or the clubs.

3) Resources

While internally it is a known fact that all CUS Services are open to all undergraduate students at the Sauder School of Business, the clubs feel that they are not entitled to these resources or they do not know they exist. More resources (including leadership training, HR materials, and sponsorship access) is desired by the clubs.

4) Recognition

Recognition and appreciation for work completed has become a problem at all levels of student government and society. From the UBC Alma Mater Society down to the CUS Service Council Committee members, a large portion of volunteers and “volunteemployees” feel unappreciated or are not properly recognized for the work they do. While club executives are invited to Awards Night with service hour submission, they feel left behind compared to some of the perks the CUS Executive, Board, and Service Council receive.

5) Engagement

Clubs have lost their “fun” factor, according the clubs executive. The primary reason why clubs executives took on a leadership role was *not* for personal gain. Instead, club executives were more interested in educating students about the industry they were interested in, meeting new like-minded individuals, and ensuring the continuity of their club.

6) Governance

While governance was not a major issue expressed by the clubs, they did express some concerns about current and upcoming policy. Specifically, some of the concerns were surrounding restrictions on marketing, access to communication channels, and sponsorship regulations.

Reflection on the Status Quo

While there were modest expectations as to what thoughts and feelings would arise during the course of the consultation, most were not expected. It is interesting to note that the struggles of the clubs are similar to the past and/or present struggles of the Commerce Undergraduate Society. Given these thoughts, it is clear there is a social divide between the CUS and the clubs. If the CUS were to consider any action on the above, the following needs to be considered:

- 1) *Are clubs the responsibility of the CUS?*
- 2) *How much liability and risk is the CUS willing to sustain in order to provide more services to more students?*
- 3) *How much are clubs willing to give up to receive the resources they want?*
- 4) *What are the major barriers and how can they be resolved?*

If, in the opinion of the CUS, the above questions cater towards providing more services towards clubs, then the recommendations in this report should be considered.

Recommendations

The following recommendations are only a suggestion to the issues presented in this report. In no way should they be considered as the only option.

Funding

As funding was the most popular topic during the consultation and a point of interest during the past CUS budget approval, the funding structure for the clubs should be reviewed. As previously mentioned, it's not a matter of *what* to fund the clubs, but rather *how* to fund them. Points were brought forward that smaller clubs with fewer members should receive more funding to help promote their club's purpose and/or industry. Suggested methods of funding include the following

- *Status quo: Combined fixed and variable funding (see Appendix One)*
- *Improved status quo: Increased fixed and variable funding (see Appendix Two)*
- *Equity based funding: 100% fixed (see Appendix Three)*
- *Value based funding: 100% variable (see Appendix Four)*
- *Modified value based funding: 100% variable with minimum funding level (see Appendix Five)*

Recommendations:

- **Increase funding to clubs by moving to a modified value based funding model**
- **Have clubs submit an annual budget during CUS the CUS budgeting period**

Communication, Resources, and Governance

The issues of communication, resources, and governance are related. All of these cannot be solved with a one small change. Some services that the CUS provides for clubs are not utilized because they either don't know they exist or feel they are not allowed to access CUS services. In addition, services that the CUS offers to clubs that are used on regular basis (i.e. meeting room bookings, email blasting, technological equipment bookings, etc.) are desired to have easy access to these services without any form of bureaucracy. While it may be difficult to streamline these services, what the CUS should do increase the availability of resources to enhance the quality of clubs and the experience that club executives get when they lead a club.

One of the core issues addressed during the consultation was the saturation of events within Sauder. While neither the CUS nor the clubs are the cause of this problem, they are both jointly responsible for contributing to this problem. The clubs have no form of communication between each of them other than the Clubs Council. However, as there was only one meeting of clubs council ever on record, and only one meet (if ever) prior to 2009, of Clubs Council, it is safe to assume that Clubs Council is no longer functional and a new form of governance is needed. The Clubs Council *can* work; it just needs someone to run it for them. The CUS should not get involved at level where the CUS operates the clubs, but rather facilitates and enhances.

Recommendations:

- **Increase the availability of CUS services to clubs by creating a club engagement package outlining services for clubs**
- **Appoint the Vice-President Internal Affairs as a governance lead for the clubs**
- **Review and broaden the responsibilities following CUS services for operational inclusion:**
 - **Corporate Relations**
 - **Alumni Relations**
 - **Human Resources**
 - **BCC Relations**
 - **CUS Sustainability**
 - **Social Committee**
 - **Commerce Community Programs**

Future Recommendations:

- **Introduce a new internal communications newsletter specifically for CUS volunteers**
- **Recognize all club presidents as CUS Service Council members**

Recognition and Engagement

Club executives want to have fun during their time with within the club, as do most people within the CUS. The CUS currently spends a fair amount of money on recognition with Awards Night, retreats, swag, and administration costs (i.e. pizza and sushi). These same services should be provided to clubs.

Recommendations:

- **Introduce a new annual Club Council retreat, or include club presidents on CUS Service Council retreats**
- **Ensure that all services clubs had prior to the building renovations are restored (i.e. CUS office space, mailboxes, and storage facilities)**
- **Include club presidents as automatic invitees to Awards Night and receive CUS swag**
- **Encourage clubs to work together to create bigger and better events**

Appendix One

Club Funding: Status Quo



commerce
undergraduate
society

Club	# of Members**	Base Contribution	Membership Subsidy	Total Contribution	Contribution per member
Accounting	300	\$1,000.00	\$600.00	\$1,600.00	\$5.33
Marketing	175	\$1,000.00	\$350.00	\$1,350.00	\$7.71
BizzComm	150	\$1,000.00	\$300.00	\$1,300.00	\$8.67
HRMC	100	\$1,000.00	\$200.00	\$1,200.00	\$12.00
Consulting	100	\$1,000.00	\$200.00	\$1,200.00	\$12.00
BizTech	40	\$1,000.00	\$80.00	\$1,080.00	\$27.00
Finance	175	\$1,000.00	\$350.00	\$1,350.00	\$7.71
Real Estate	40	\$1,000.00	\$80.00	\$1,080.00	\$27.00
COSAS	15	\$1,000.00	\$30.00	\$1,030.00	\$68.67
VCPE	40	\$1,000.00	\$80.00	\$1,080.00	\$27.00
SIFE	15	\$1,000.00	\$30.00	\$1,030.00	\$68.67
Tlog	60	\$1,000.00	\$120.00	\$1,120.00	\$18.67
IB Club	300	\$1,000.00	\$600.00	\$1,600.00	\$5.33

** Estimated; Proportion of BCom:Non-BCom members in unknown

Assumptions:

- Membership subsidy per member: \$2.00
- Base amount given: \$1000.00
- No submission of club member roster

TOTAL CONTRIBUTION TO CLUBS FROM CUS: **Approx. \$16,000**

Advantages

- Cost saving for CUS
- Equity in funding regardless of membership

Disadvantages

- Lack of funding towards clubs
- Imbalance in funding based on value to students
- Unknown portion of BCom students in club

Appendix Two

Club Funding: Improved Status Quo



commerce
undergraduate
society

Club	# of Members**	Base Contribution	Membership Subsidy	Total Contribution	Contribution per member
Accounting	300	\$1,500.00	\$900.00	\$2,400.00	\$8.00
Marketing	175	\$1,500.00	\$525.00	\$2,025.00	\$11.57
BizzComm	150	\$1,500.00	\$450.00	\$1,950.00	\$13.00
HRMC	100	\$1,500.00	\$300.00	\$1,800.00	\$18.00
Consulting	100	\$1,500.00	\$300.00	\$1,800.00	\$18.00
BizTech	40	\$1,500.00	\$120.00	\$1,620.00	\$40.50
Finance	175	\$1,500.00	\$525.00	\$2,025.00	\$11.57
Real Estate	40	\$1,500.00	\$120.00	\$1,620.00	\$40.50
COSAS	15	\$1,500.00	\$45.00	\$1,545.00	\$103.00
VCPE	40	\$1,500.00	\$120.00	\$1,620.00	\$40.50
SIFE	15	\$1,500.00	\$45.00	\$1,545.00	\$103.00
Tlog	60	\$1,500.00	\$180.00	\$1,680.00	\$28.00
IB Club	300	\$1,500.00	\$900.00	\$2,400.00	\$8.00

** Estimated; Proportion of BCom:Non-BCom members in unknown

Assumptions:

- Membership subsidy per member: \$3.00
- Base amount given: \$1500.00
- No submission of club member roster

TOTAL CONTRIBUTION TO CLUBS FROM CUS: **Approx. \$24,000**

Advantages

- Equity in funding regardless of membership
- Modest funding increase to clubs

Disadvantages

- Serve imbalance in funding based on value to students
- Unknown portion of BCom students in club

Appendix Three

Club Funding: Equity Based Funding



commerce
undergraduate
society

Club	# of Members**	Base Contribution	Membership Subsidy	Total Contribution	Contribution per member
Accounting	300	\$2,000.00	\$0.00	\$2,000.00	\$6.67
Marketing	175	\$2,000.00	\$0.00	\$2,000.00	\$11.43
BizzComm	150	\$2,000.00	\$0.00	\$2,000.00	\$13.33
HRMC	100	\$2,000.00	\$0.00	\$2,000.00	\$20.00
Consulting	100	\$2,000.00	\$0.00	\$2,000.00	\$20.00
BizTech	40	\$2,000.00	\$0.00	\$2,000.00	\$50.00
Finance	175	\$2,000.00	\$0.00	\$2,000.00	\$11.43
Real Estate	40	\$2,000.00	\$0.00	\$2,000.00	\$50.00
COSAS	15	\$2,000.00	\$0.00	\$2,000.00	\$133.33
VCPE	40	\$2,000.00	\$0.00	\$2,000.00	\$50.00
SIFE	15	\$2,000.00	\$0.00	\$2,000.00	\$133.33
Tlog	60	\$2,000.00	\$0.00	\$2,000.00	\$33.33
IB Club	300	\$2,000.00	\$0.00	\$2,000.00	\$6.67

** Estimated; Proportion of BCom:Non-BCom members in unknown

Assumptions:

- Membership subsidy per member: \$0.00
- Base amount given: \$2000.00
- No submission of club member roster

TOTAL CONTRIBUTION TO CLUBS FROM CUS: **Approx. \$26,000**

Advantages

- Equity in funding regardless of membership
- Modest funding increase to clubs
- Reduced labour overhead for CUS

Disadvantages

- Extreme imbalance in funding based on value to students
- Unknown portion of BCom students in club
- Lack of motivation for club membership
- Lack of accountability of club executives with no membership numbers to report

Appendix Four

Club Funding: Value Based Funding



commerce
undergraduate
society

Club	# of Members**	Base Contribution	Membership Subsidy	Total Contribution	Contribution per member
Accounting	300	\$0.00	\$4,500.00	\$4,500.00	\$15.00
Marketing	175	\$0.00	\$2,625.00	\$2,625.00	\$15.00
BizzComm	150	\$0.00	\$2,250.00	\$2,250.00	\$15.00
HRMC	100	\$0.00	\$1,500.00	\$1,500.00	\$15.00
Consulting	100	\$0.00	\$1,500.00	\$1,500.00	\$15.00
BizTech	40	\$0.00	\$600.00	\$600.00	\$15.00
Finance	175	\$0.00	\$2,625.00	\$2,625.00	\$15.00
Real Estate	40	\$0.00	\$600.00	\$600.00	\$15.00
COSAS	15	\$0.00	\$225.00	\$225.00	\$15.00
VCPE	40	\$0.00	\$600.00	\$600.00	\$15.00
SIFE	15	\$0.00	\$225.00	\$225.00	\$15.00
Tlog	60	\$0.00	\$900.00	\$900.00	\$15.00
IB Club	300	\$0.00	\$4,500.00	\$4,500.00	\$15.00

** Estimated; Proportion of BCom:Non-BCom members in known

Assumptions:

- Membership subsidy per member: \$15.00
- Base amount given: \$0.00
- **Submission of club member roster**

TOTAL CONTRIBUTION TO CLUBS FROM CUS: **Approx. \$22,500**

Advantages

- Modest funding increase to clubs
- Known portion of BCom students in club
- Perfect balance in value per student funding to clubs
- Extremely high motivation to gain club members
- High accountability of club executives

Disadvantages

- Inequitable contribution per club
- High overhead for VP Finance
- Some clubs have high levels of cash leading to risk of poor usage
- Would require budget submission to CUS

Appendix Five

Club Funding: Modified Value Based Funding



commerce
undergraduate
society

Club	# of Members**	Base Contribution	Membership Subsidy	Total Contribution	Contribution per member
Accounting	300	-\$1,000.00	\$6,000.00	\$5,000.00	\$16.67
Marketing	175	\$0.00	\$3,500.00	\$3,500.00	\$20.00
BizzComm	150	\$0.00	\$3,000.00	\$3,000.00	\$20.00
HRMC	100	\$0.00	\$2,000.00	\$2,000.00	\$20.00
Consulting	100	\$0.00	\$2,000.00	\$2,000.00	\$20.00
BizTech	40	\$200.00	\$800.00	\$1,000.00	\$25.00
Finance	175	\$0.00	\$3,500.00	\$3,500.00	\$20.00
Real Estate	40	\$200.00	\$800.00	\$1,000.00	\$25.00
COSAS	15	-\$300.00	\$300.00	\$0.00	\$0.00
VCPE	40	\$200.00	\$800.00	\$1,000.00	\$25.00
SIFE	15	-\$300.00	\$300.00	\$0.00	\$0.00
Tlog	60	\$300.00	\$1,200.00	\$1,500.00	\$25.00
IB Club	300	-\$1,000.00	\$6,000.00	\$5,000.00	\$16.67

** Estimated; Proportion of BCom:Non-BCom members in known

Assumptions:

- A relevant range is created (\$15-\$40 contribution per member)
- Membership subsidy per member: \$20.00
- Base amount given: Dependent on club membership
(25-50 members or 50-75 members, extra \$200-\$500 given; cap on club funding at \$5000)
- **Submission of club member roster**

TOTAL CONTRIBUTION TO CLUBS FROM CUS: **Appox. \$28,500**

Advantages

- Modest funding increase to clubs
- Known portion of BCom students in club
- Uneven, but close balance in value per student funding to clubs
- Extremely high motivation to gain club members
- High accountability of club executives
- Clubs with less than 25 members are not a CUS Recognized Club

Disadvantages

- Less equitable, but fair contribution per club
- High overhead for VP Finance
- Some clubs have high levels of cash leading to risk of poor usage
- Would require budget submission to CUS