

Hampshire Student Union
Keeling & Associates Proposal
January 2014

As a group we all have immense and meaningful goals for the Hampshire Student Union. We all believe that the HSU can be the most powerful advocate of student voice. However, the state of our union is weak. Plagued by unclear purviews and the lack of guiding documents, we understandably struggle to get the structure set; let alone advocate for student voice at Hampshire. We, along with Josiah Litant, believe that this project is a full-time endeavor both for him and the HSU if attempted internally. If we try this project on our own, he estimates it would take one-and-a-half to two years to complete.

We strongly advocate that the only way to move forward is to bring in a group that respects our previous work and creation, while assisting us in discovering commonality between our views and goals for the future of the HSU. We believe that the most efficient process for reaching a successfully functioning HSU is through the help and guidance of Keeling & Associates.

K&A offers professional experience, an unbiased objective opinion, and validity that we cannot find anywhere else. This is a unique moment for the future of Hampshire. Due to the strategic planning process, K&A is already deeply woven into the college with an extensive understanding of our unique culture. They have a vast amount of institutional knowledge that we can use to tie the HSU into the very fabric of the college as well. K&A will provide us with a way of hearing everyone's opinions in confidence, while aiding us in developing a plan for moving forward that includes all voices and thoughts. In addition to their deep institutional knowledge, K&A has a proven track record of doing in-depth document analysis, comparative benchmarking, and strategic development, skills that we cannot find elsewhere at Hampshire. K&A also will provide institutional credibility giving us clout and professionalism in the eyes of the administration, something that we need in order to ensure that the voices of students are heard and valued. We will not have this opportunity again. K&A's level of expertise and understanding of the college and campus at its core is essential in assisting us with our facilitation of moving forward to a more successful and accessible HSU.

\$14,000 equates to one semester with the help of a recent alum such as Nelson Hernandez. For a similar price, \$13,750 allows us to benefit from the following: four senior full-time consultants with the support of their fully staffed office, K&A's undivided attention and dedication to the HSU, and several points of engagement through telephone interviews, conference calls, thorough on-site visits, and multiple retreats in the spring semester. K&A is committed and enthusiastic to provide their full attention and dedication to the HSU. Their cost is extremely reasonable for the work that we would be accomplishing.

Possible funding sources for the project include: The Dean of Students Office and Scope Group budgets.

Working with K&A sets the HSU up for long-term success with short-term solutions. They will provide an objective, outside, professional viewpoint that we are unable to find internally. Additionally, they will work with us in developing benchmarks and standards to measure our success. These standards will be based not only on other institutions of higher education, but also on other unique governance structures that embody our distinctive values in the Hampshire community.

In the words of Josiah Litant, “K&A will facilitate our process, gather our info, and make recommendations, but the final products are still in the hands of the students; K&A will basically do all the labor for us.” The HSU needs to continue moving forward and working with K&A will allow us to arrive at a successful and functional student government for everyone at Hampshire.

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An internal resolution to approve consulting services by Keeling and Associates for the Hampshire Student Union; providing a proposal, funding plan, and project management.

Proposal:

Keeling and Associates (K&A) has provided a clear proposal for the scope of work to be rendered to the Hampshire Student Union (HSU). That proposal shall be the guiding document for the process. It is attached.

Funding Plan:

1. The total project cost is \$13,750. The Dean of Students office is prepared to split the cost evenly with the HSU. The dean of students will provide \$6,875, and the HSU will provide \$6,875.

2. The HSU cost will be divided between the five scope groups evenly, with each paying \$1,375. There are two funding plans available to provide the money from the Scope Groups.

A. The money will come from the each group's funding allowance for purposes of efficiency in accounting. EX: Each group still receives their initial allocation of \$1,000 at the beginning of the semester. Instead of having access to an allowance of \$5,000, each group will have an allowance of \$3,625. This modification of funding policy only applies for the spring semester of 2014.

B. Each scope group will pull from currently active fall budgets. Each scope group would request that \$1375 be transferred to the Coordinating boards account. This option does not effect the spring budgets.

3. Regardless of which funding option is chosen, the money will be transferred to the Coordinating Board's account. The \$6,875 from the dean of students office will also be transferred to the Coordinating Board's account. Finally, the total of \$13,750 will be allocated to K&A.

Project Management:

The HSU Coordinating board shall delegate two individuals to be the primary points of contact with K&A. These individuals will be responsible for arranging contact and events with K&A; as well as ensuring the success of the process through operational oversight.

Introduction

Keeling & Associates, LLC (K&A) proposes to provide consulting services, technical assistance, and the customized application of proprietary intellectual assets and resources to the Hampshire Student Union (HSU) for the purpose of reviewing and strengthening its organizational and operational effectiveness. This document describes the intended scope of work, anticipated timeline, and proposed terms.

Background

During the period 2011-2013, Hampshire students developed a revised model for student government, launched in spring 2013 as HSU; HSU is currently in its pilot year. The process through which HSU was established led to the formation of core governance structures, including Town Meeting, in which all students are eligible and encouraged to participate (held three times per semester) and several primary working groups (Coordinating Board, Funding Committee, five Scope Groups, and the Committee of Ten). HSU does not have a traditional leadership structure with overall officerships, but the working groups have elected and/or appointed members. A key document, *Purpose, Values, and Scope*, was written during the planning process and is intended to provide guidance for HSU going forward.

During this pilot year, it has become clear in the minds of some students involved with HSU that the structures, documents, and organizational assumptions that form the infrastructure for HSU require additional work. In particular, those students believe that HSU lacks a cohesive set of governance documents that define and guide the work of the

groups and sub-groups that function on behalf of students. The overarching foundational document (*Purposes, Values, and Scope*) is a key asset that provides a strong basis for HSU, but, some students feel it could benefit from review and reconsideration or reaffirmation. In addition, some students are concerned about whether HSU's organizational structures and processes are aligned with best practices.

Project Description & Scope of Work

The goals of this project are to (1) review and assess HSU's existing governance structures and guiding documents; (2) complete a strategic "gap analysis" to identify and clarify areas in which organization and functioning do not meet students' needs and expectations; (3) assist students in determining and prioritizing issues and concerns (including the existence and quality of HSU's core governance documents) requiring attention to strengthen the organization and functioning of HSU; (4) develop options and plans for improvement in structure and functioning of HSU; and (5) develop policies and related documents required to support those plans.

K&A will work closely with the Hampshire Student Union Coordinating Board to accomplish the goals of the project. Activities will include:

1. **Project Launch:** As soon as possible after completion of the contract, K&A will launch the project in a telephone or web conference with members of the HSU Coordinating Board. During this conversation, we will review the project plan, respond to questions, and attend to timelines and logistical matters.
2. **Project Brief:** K&A will prepare a summary brief explaining the project's purposes, methods, objectives, and key deliverables. We recommend the distribution of this document to anyone participating in the project to prevent confusion and support transparency and consistent messaging.
3. **Information and Data Review:** K&A will request, review, and assess pertinent documents and data related to HSU's structure and functioning, including materials used in the 2011-2013 planning process; documents, charts, or presentations describing current HSU governance structure; and *Purpose, Values, and Scope*.

4. **Preliminary Telephone Interviews:** K&A will conduct preliminary telephone interviews with designated HSU students (telephone and conference calls) and Hampshire's Senior Associate Dean of Students, given his responsibilities for supporting HSU. These interviews will increase our knowledge base, help us frame key questions to be addressed during the project, contribute to our understanding of HSU's existing governance structures and functioning, provide a tentative assessment of document needs, prepare for the sequence of on-site planning sessions and discussions, and set the stage for identifying options to strengthen organizational and operational effectiveness.
5. **Comparative Research and Analysis:** In consultation with the HSU Coordinating Board, K&A will select up to six institutions as subjects for a benchmarking study of student self-governance structures and organizations and acknowledged best practices. K&A will present the findings for review by HSU during one of the on-site planning sessions.
6. **Planning and Preparation for On-Site Work:** K&A will (1) create draft and final versions of schedules for sessions to be held during or after currently planned site visits to Hampshire for the strategic planning process, and (2) work with the HSU Coordinating Board to plan the logistics for those sessions.
7. **On-Site Planning Session 1:** This session should be scheduled in alignment with K&A's planned visit to Hampshire for the strategic planning process February 19-21, 2014. During this visit, K&A will facilitate a "mini-retreat" (approximately three to four hours) with designated HSU representatives for the purposes of (1) reporting on the review and assessment of HSU's existing governance structures, functioning, and guiding documents, and of the comparative analysis; (2) identifying, clarifying, and prioritizing areas in which organization and functioning do not meet students' needs and expectations, and (3) discussing possible alternatives and options through which students can achieve goals for HSU.

8. **Draft Analysis and Preliminary Recommendations:** Following the February campus visit, K&A will compile, collate, and analyze our observations and findings and formulate tentative recommendations. The analysis will include:

- ▶ A brief review and summary of observations, findings, and conclusions from the mini-retreat held in February.
- ▶ Identification of areas in which organization and functioning do not meet students' needs and expectations—a gap analysis. The gap analysis will identify and define areas that currently do not exist—and/or areas that do exist but are insufficiently developed—for HSU's organizational and operational success.
- ▶ Tentative recommendations for improvements in structure and functioning of HSU.
- ▶ Preliminary recommendations for the creation, revision, or expansion of existing policies and related documents required to support those improvements in structure and functioning of HSU.

We will share the analysis and preliminary recommendations with HSU Coordinating Board by email or telephone conference call.

9. **On-Site Planning Session 2:** K&A will meet again with HSU during our April 2014 strategic planning visit to (1) discuss our preliminary recommendations and possible alternatives and options through which students can achieve goals for HSU, including changes in structure and creation of required policies, (2) determine initial steps toward implementation of accepted recommendations, and (3) discuss recommendations for revisions in or parameters for creation of certain required HSU core documents, as determined in collaboration with HSU. These recommendations will provide HSU with the necessary guidance to strengthen core documents without K&A dictating what those documents should specify. We anticipate that this planning session, like the first, will be three to four hours in duration.

10. **Completion:** K&A will revise the draft analysis and preliminary recommendations to incorporate key points of discussion and conclusions from the second on-site planning session into a cohesive, integrated document that includes final recommendations for organizational and operational structures, policies, and revised documents.

Timeline

K&A anticipates the following timeline for completion of this project:

- ▶ Project Launch, Project Brief, Information and Data Review, Preliminary Telephone Interviews: late January and early February 2014
- ▶ Comparative Research and Analysis, Visit Planning, and On-Site Planning Session 1: February 2014
- ▶ Draft Analysis and Preliminary Recommendations: March 2014
- ▶ On-Site Planning Session 2 and Completion: April 2014

Consulting Team

Staff	Title	Role
Richard P. Keeling, M.D.	Principal and Senior Executive Consultant	Project Director and Lead Consultant
Kyle J. Hutchison	Senior Vice President and Chief of Staff	Senior Project Manager
Joseph DeSanto Jones	Director of Project Development and Communications	Project Consultant
Christine Priori	Senior Consulting Associate	Lead Consulting Associate

Professional Fees and Terms

K&A will provide the professional services described in this proposal for a total fee of \$13,750 *plus reimbursement of travel expenses. If on-campus planning sessions can be scheduled to occur during established Hampshire visits, only incremental expenses specific to the HSU project, such as additional hotel nights, will be charged.*

Projected invoicing schedule:

#	Due Date	Amount
1	Contract signing	\$3,500
2	February 14, 2014	\$3,500
3	March 14, 2014	\$3,500
4	April 11, 2014	\$3,250
Total		\$13,750

Next Steps

K&A will revise this proposal in response to questions, comments, and requests from the Hampshire Student Union.

Confidential and Proprietary

Information contained in this proposal is confidential and may be proprietary to K&A, constituting its unique efforts and expressions. It is furnished to the Hampshire Student Union in confidence. Copies should be made only for the specific purpose of facilitating agreement about and implementation of the project. K&A retains the right to approve the making of copies for any other purpose.

Project Authorization

The undersigned hereby agree to the terms set forth within this proposal.

Client Project Authorization



Authorized Signature

Date

Printed Name

Title

Hampshire Student Union

K&A Project Authorization

Authorized Signature

Date

Eric L. Engstrom, MPH

Printed Name

President

Title

Keeling & Associates, LLC

Company

Please return this form, signed and dated, to Eric Engstrom, President of Keeling & Associates as a scanned (PDF) electronic mail attachment to: eengstrom@keelingassociates.com.

Keeling & Associates