Contents

1 Background .............................................................................................................................................................................................. 3
2 Purpose and Objectives ...................................................................................................................................................................... 3
3 Internal vs. External Review ............................................................................................................................................................. 4
4 Scope of Review ..................................................................................................................................................................................... 4
5 Proposed Process .................................................................................................................................................................................. 4
6 Data Collection ........................................................................................................................................................................................ 6
6.1 Data Collection Mechanisms – Internal ........................................................................................................................... 6
6.2 Data Collections Mechanisms – External ........................................................................................................................ 7
7 Resources Required ............................................................................................................................................................................. 7
8 Timeline Options ................................................................................................................................................................................... 8
1 Background

The AMS operates a diverse range of Services that provide direct, front line, visible services to our membership. The mandate of the AMS Services is to “offer services and resources to the membership which are in significant demand and aim to further the well-being of the membership as a whole; aim to enable all students to achieve their potential.” While this mandate is quite broad in nature, it is clearly focused around fulfilling the needs of our membership.

The Services are managed by the Executive Coordinator of Student Services (ECSS) and each individual Service has a coordinator who reports to the ECSS. The AMS Services are supported financially through the Student Services Fund, which collects $7.17 per member to directly fund the operational budget of the Services.

The last review of the Services took place in 1994 in tandem with a full organizational review that was commissioned by AMS Council. The process took place over 9 months and was led by the Committee for Organizational Review and Planning. Since the results of this review were released and recommendations implemented, there has been no subsequent formal review of the Department. A recommendation was made to the AMS Executive in 2011 by the then ECSS to conduct a full review of the Services. The Executives at the time agreed that a Services Review was necessary but there was little agreement between the Services and the Executives as to what the Review would look like and how it would be funded. As a result, no Review materialized.

As a student society, we exist to serve the unique needs of our membership. Without conducting regular, robust reviews of our Service offerings we cannot be certain that the services we are offering to our membership are in fact meeting their needs. As we prepare for our move into the New SUB, we are presented with a key opportunity to clarify the vision of our Services Department, identify operational efficiencies and assess our service offerings to ensure that we are providing the best possible value to our members and are transitioning a Services Department to the New SUB that is well supported.

This document proposes a full review of the current AMS Services through a variety of internal and external data collection techniques. This proposal has been developed based on the current VP Academic and University Affairs’ past experience as a Service Coordinator for 2 years prior to taking on an Executive role.

2 Purpose and Objectives

The purpose of the Services Review is to conduct a thorough analysis of the AMS Service Department and Service offerings that will enable the AMS to better serve the needs of its membership. The objectives of the Review are to:

- **Assess Service Offerings** - identify whether the Services being provided by the AMS fit the needs of our membership
  - Recommend opportunities for the creation of new Services
  - Recommend Services to continue, expand, or discontinue
  - Update the core mandate and offerings of each Service to reflect the needs of AMS membership
- **Streamline Service Delivery** - map processes behind Service delivery and identify efficiencies
- **Establish Metrics for Success** - recommend key performance indicators and metrics unique to each individual Service and for the department as a whole

These core objectives will be achieved through analyzing information obtained by the data collection mechanisms outlined below and generating recommendations based on the data.
3 Internal vs. External Review

Generally, an internal consultant approach is preferred to an external approach when there is a need for strong internal buy-in, knowledge of the organization and operations, and internal expertise is present. External consultants are generally most valuable when a deep level of specific expertise is needed and a neutral, third party perspective is needed. The need for an unbiased review is definitely an important consideration for the Services Review and this need is acknowledged in the methodology of this Review. All recommendations will be rooted based on the data collection methods outlined in Section 6.

This document puts forth a proposal for an internal review of the AMS Services. While an external review has been contemplated in the past, an internal review is a good starting place given the financial state of the AMS and the breadth of internal expertise within the permanent staff of the society. This review must be centred on identifying the needs of our membership and the needs of our Services. External consultants are not the best positioned to identify these needs for the AMS. There already exists a strong body of knowledge within the AMS of the operations and offerings of the Services that can be capitalized on.

4 Scope of Review

According to the AMS Code of Procedures, the following organizations within the AMS are classified as Student Services:

- AMS Food Bank
- Safewalk
- Speakeasy Student Support
- Advocacy Office
- Tutoring Service
- AMS Volunteer Connect
- Mini School
- Firstweek and
- Sexual Assault Support Centre (SASC)

The scope of the proposed Services review will include (a) – (g), and will consider the subdivisions of Volunteer Connect, the AMS Internship Program and the AMS and UBC Alumni Affairs Externship Program. Firstweek is excluded because in practice it operates outside of the realm of the traditional AMS Student Services and has recently moved into the portfolio of AMS Events. While SASC is for the time being included in the scope of the review, it is worth noting that the SASC has recently undergone significant changes in the staff with a new full time permanent coordinator who has implemented a significant number of changes and new initiatives. As such, the extent of review for SASC will be slightly different that the other Services and will be designed in close consultation with the SASC Coordinator.

5 Proposed Process

PHASE 1: Planning and Organization

The first phase of the Review will involve consultation with the AMS Executives and the Services Department through the ECSS and Service Coordinators. This consultation process will focus on finalizing the purpose,
objectives, scope and process for the Review. This proposal document will be modified to incorporate the feedback collected through the consultation and the resulting proposal will be presented to AMS Council for an endorsement of the Review and allocation of the necessary financial and human resources to conduct the review. A recommendation will be made to council regarding the proposed timeline for the Review based on the feedback received from the Services Department and Executive.

**PHASE 2: Data Collection**

The data collection will be conducted by the short term staff member(s) hired for the implementation of the Services Review. Given the nature of the three objectives of the Review, data will be collected in a range of forms and as a result data analysis of the products of individual activities will be done in a manner that is appropriate for the form used. Data collection will involve a mix of qualitative and quantitative methods each serving a unique purpose. Data collection methods are outlined in the Data Collection section of this proposal.

**PHASE 3: Reporting and Recommendations**

The results of the data collection activities will be reviewed and analyzed by the staff hired for the Review and the VP Academic and University Affairs. Key themes from the data will be summarized in a formal report along with recommendations drawn from the data collected. The purpose of the reporting will be to provide an objective summary of the data collected and the current state of the Services. In order to inform future decisions regarding the Services, the report will deliver recommendations drawn from the data collection in two forms. The first will be provided to the ECSS and Executive Director regarding operations of the Services and defining metrics for assessing the Services. The second will provide recommendations to AMS Council regarding the range of Services offered.

**PHASE 4: Communication and Implementation**

The final report and recommendations will be submitted to the AMS Executive, Council, the ECSS and the Executive Director for consideration. The final decision on which recommendations will be implemented will lie with the appropriate decision makers. At this stage of the Review process a decision will be made on what recommendations will be adopted moving forward and the allocation of financial and human resources needed to implement the recommendations.
6 Data Collection

6.1 Data Collection Mechanisms – Internal

6.1.1 Process Mapping
Working closely with Service Coordinators and Services staff, back-end and front-end processes will be mapped in detail. This exercise will be done for the Services as a whole and for the core offering of each Service. Three groups of processes will be mapped: organizational processes which focus on the overall operations of the Services department; core business process which encompass the delivery of individual Services; and support processes which cover the resources and support offered to the Service Department by the AMS as a whole.

This process mapping exercise will be used to:
- Provide a detailed overview of the operations of each Service
- Provide an overview of where resources are allocated
- Identify process improvements that may be employed to realize efficiencies, streamline delivery of Services, and expand capacity

6.1.2 Analysis of Usage Data and Student Feedback
Data collected by individual Services on usage and feedback from students will be gathered from the internal tracking systems employed by each of the Services. This exercise will take into account the individual offerings of each Service and the appropriate metrics for tracking student usage, acknowledging that usage statistics may not be the sole measure of success for any given Service.

The purpose of this analysis exercise will be to:
- Track and trend usage over the last 10 years (if possible)
- Identify areas of improvement for data collection on usage
- To suggest metrics for assessing the success of each Service in a quantitative and qualitative manner

6.1.3 Review of Transition Documents
Past coordinators are the experts on the operations and delivery of individual Services and many coordinators include recommendations for improvement in their end of term transition documents. A review will be done of these transition documents to gather recommendations made by outgoing coordinators and to assess whether recommendations made have been implemented.

The purpose of this review exercise will be to:
- Compile potential suggestions for improving individual Services
- To assess whether recommendations made by outgoing coordinators are implemented
- To identify barriers to implementation of recommendations
- To suggest processes for evaluating and implementing recommendations of past coordinators

6.1.4 Interviews with Current and Past Coordinators
Current and past coordinators are the most valuable point of contact for gaining information about aspects of the Services that work well and aspects that could be improved. While transition reports encompass some of this, there is great benefit to having deeper conversations with coordinators.

The purpose of the interview process will be to:
- Gain more detailed information from past coordinators
- To expand on recommendations and comments made by past coordinators in their transition documents
- To gain a firsthand perspective of the operations of the Services
6.2 Data Collections Mechanisms – External

6.2.1 Student Survey and Focus Groups
The mandate of the AMS Services is focused on fulfilling the needs of our membership. In order to fully assess whether this mandate is being fulfilled, a process will need to be undertaken to identify what the current needs of our membership are and whether our current Service offerings are meeting these needs. A student survey will be conducted to gain broad student feedback on the range of Services offered by the AMS, the level of awareness of the Services provided and to identify student needs that are currently not being met by UBC or AMS Services.

Student focus groups will expand on the quantitative data collected through the student survey to gather more detailed qualitative feedback on the gaps that exist in Service provisions on campus and how the AMS can better serve the needs of students through our Services Department.

The purpose of the student survey and focus groups will be to:

- Gain broad student feedback on the range of Services offered by the AMS,
- Understand the level of awareness of the Services provided
- Identify barriers that students face in accessing AMS Services
- Identify student needs that are currently not being met by UBC or AMS Services

6.2.2 Assessment of UBC Wide Services
An inventory exercise will be undertaken to identify the Services provided by UBC and determine if there is significant overlap between any of the Services provided by the AMS and UBC.

The purpose of this exercise will be to conduct a university wide assessment of:

- Which services are being duplicated across the institution
- How services could be combined to improve the experience for students
- Whether there is room for collaboration
- Potential opportunities for the AMS Services to gain support or funding from the university to assist with operations
- The role of the AMS and the university in providing services to students

6.2.3 Environmental Scan of Services Provided at Other Institutions
Institutions and Student Unions across Canada provide a range of diverse services to fit the needs of their student body. Through conducting an environment scan of the Services offered at comparable institutions, there is potential to identify new services that may be beneficial to the UBC student population. Many student unions also run Services that are similar to those run by the AMS, this environment scan will enable us to collect information and data on the usage and operations of Services by other student unions.

The purpose of this environmental scan will be to:

- Identify new Services that could be piloted at UBC through the AMS Services
- Identify operational efficiencies and strategies employed by other student unions in running their student services

7 Resources Required
The main resources that will be required to carry out the Services Review will be staff resources. In order to conduct the review, it is recommended that the AMS hire a short term position to assist with data collection and analysis. The proposed job description for this position is appended in this proposal. The Review will also need an Executive or permanent staff member to champion and oversee the process and to co-author the final report. The natural fit for this would be the new Executive Director position; however that will be dependent on the timeline chosen for the Review. The current VP Academic has a willingness to lead the Review and as a past Service Coordinator, has a thorough understanding of the AMS Services.

Office of the AMS Vice-President, Academic and University Affairs
8 Timeline Options

Option #1 – Implementation for Current Academic Year
This option would aim for the Review to be conducted and recommendations to be adopted for the upcoming academic year beginning September 2013. The implementation of the recommendations would not need to happen for the same timeline and could be introduced through a phased system. This option may require the hiring of new service coordinators to be delayed by a few weeks in order to account for any changes to coordinator job descriptions that may arise as a result of the Review and recommendations. The feasibility of this delay in hiring will depend on the ability of current coordinators to accept an extension of their contract. While a delayed hiring of the incoming coordinator will not affect the operations of some Services, it may impact on others. Consultation with the outgoing and incoming ECSS will be a strong indicator of whether this option should be considered. With this option, phases of implementation can be designed to ensure that changes are in place for the move to the New SUB in 2014. The proposed timeline for this option is presented below.

Option #2 – Implementation for Next Academic Year
This option would involve the Services Review being conducted over the length of the upcoming academic year and would result in changes to the Services for the September 2014 academic year. This option provides more time to conduct the review, although most data collection mechanisms do not require an extended period of time. The trade off with this option is that recommendations will need to be implemented in tandem with preparations for the movement to the New SUB which may result in internal/external confusion and potential delays in the implementation in recommendations. Again, changes can be implemented in phases as needed. The proposed timeline for this option is presented below. The proposed timeline for this option is presented below.
Job Description – Services Review Associate

Reports To: Vice-President Academic and University Affairs
Employee Status: Part-time
Length of Term: March 2013 – May 2013
Hours per Week: 20
Salary: $10.50 per hour

Overview
This position will work with the Office of the VP Academic and University Affairs to conduct a thorough review of the AMS Services through a variety of quantitative and qualitative data collection methods. The Associate will assist with analyzing data and drawing key themes and recommendations. This position will also co-author and present a final report with recommendations to AMS Executives, Council and the Executive Director.

Duties and Responsibilities
• Review documents including transition reports and operations manuals and draw relevant information
• Assist with designing survey and interview questions
• Facilitate focus groups and interviews
• Quantitative and qualitative data analysis
• Assist with writing final report and recommendations
• Other duties as required

Qualifications and Experience
• Strong research and report writing skills
• Strong oral and written communication skills
• Qualitative and quantitative data analysis experience
• Able to work independently on short timeline
• General knowledge of current landscape of UBC Student Services
• Previous knowledge of the AMS Services is an asset