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AAMS

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REPORT

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Editor's Note

The Alma Mater Society of Queen's University, or AMS for short, is no ordinary organization. The AMS is one of the most engaged, vibrant, and active student governments in Canada. Representing the needs of over 14,000 undergraduate students at Queen's University, the AMS has an annual operating budget of over \$14 million and is the only exclusively student-run organization of its kind in the country. This report represents the hard work of over 1,000 volunteers and 500 paid staff, who collectively have complete oversight of the Society's activities. Included within are overviews of the operations and activities of all the commissions, offices, and corporate services of the AMS, as well as explanations of the AMS' governance structure, mission and mandate, and strategic goals. Although the focus of the Annual Report is to review the previous year, this document also looks forward to the ambitions and demands of the coming year.



Alma Mater Society

Annual Report 2010|11

Table of Contents

08	Society
21	Commissions
30	Offices
38	Services
46	Financials
56	Society Directory 2010-2011

Overview of the Society

The Queen's University's Alma Mater Society (AMS) was founded in 1858 and is the oldest student government in Canada. The AMS was incorporated in 1969 as a non-profit organization without share capital.

The Alma Mater Society's constitution takes priority over all other student societies and organizations to which its members may belong. The Society's highest legislative body is the AMS Assembly which consists of representatives from all of the following AMS member societies:

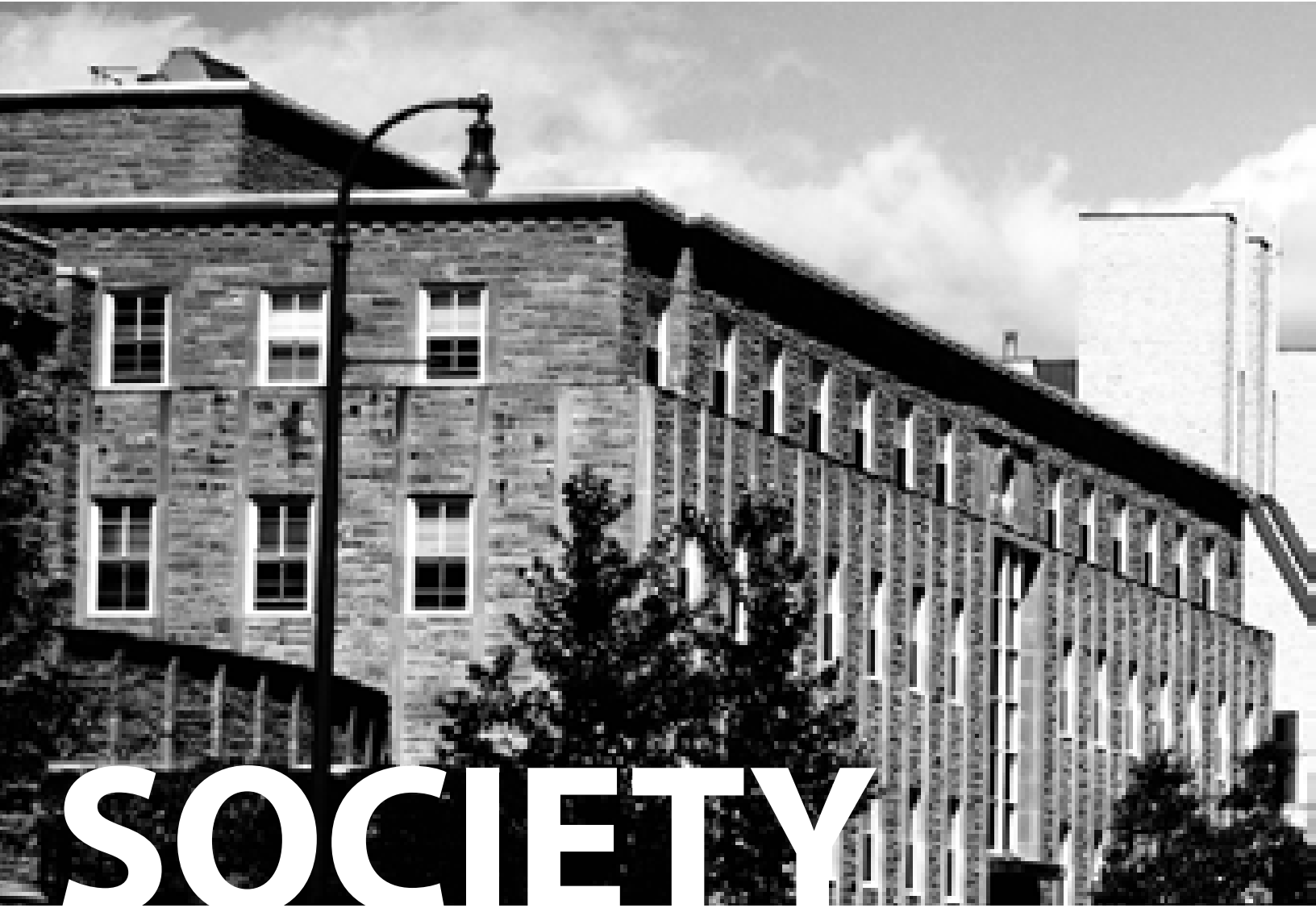
Arts & Science Undergraduate Society	Physical & Health Education and Kinesiology Students' Association	Commerce Society
Engineering Society	Nursing Science Society	Concurrent Education Students' Association
Aesculapian Society	MBA Students' Society	Computing Students Association

The voting members of the AMS Assembly also comprise the voting members of the Corporation, and in this capacity annually elect a Board of Directors. This board is responsible for overseeing the management of the Alma Mater Society's corporate services and associated financial affairs, and more broadly, for ensuring the financial viability of the Society.

Membership in the AMS is automatically extended to all students of the University who are enrolled in at least one course in one of the member faculties/programs listed above, and who have paid the full slate of AMS mandatory student activity fees. Each student normally belongs to a member society as well as the AMS and enjoys the rights and privileges of both societies.

AMS members enjoy the right:

- to vote in all Society elections and referenda;
- to hold offices or positions within the Society, subject to the restriction of the office or position, as outlined by Assembly and/or Board Policy;
- to attend meetings of the Society subject to the rules of procedure as prescribed by the AMS Constitution;
- to move or second motions at such meetings;
- to speak for or against any motion;
- to vote at Society Annual Meetings or Society Special General Meetings;
- to gain admission to and/or actively participate in any Society sponsored event and/or program subject to any restrictions of the particular event and/or program.



SOCIETY



10	Mission Statement & Mandate
11	Brief History of the AMS
15	AMS Assembly
18	Board of Directors
19	Student Life Centre
20	The AMS Executive

Mission Statement & Mandate

AMS Mission Statement

To serve and represent the diversity of students at Queen's University.

AMS Mandate

1. To represent Queen's University students within the university and externally by working to further the best interests of the members of the AMS, giving particular concern to representation on issues related to education.
2. To provide services and activities to students, as well as to act in a facilitating role for services and activities where appropriate.
3. To cultivate a sense of social awareness and responsibility in its membership.
4. To serve as a liaison between the various affiliated student societies.



Brief History

The Alma Mater Society is the oldest student association in Canada and, in fact, is nine years older than Canada itself. Growing out of the old Dialectic Society, a debating group founded in 1843, the AMS was established as the central student government at Queen's in 1858. The original objectives of the society were the defense of students' rights, the facilitation of discussion, the promotion and encouragement of learning, and the furtherance of the general interests of the University.

Until virtually the end of the 19th century the AMS remained essentially a debating society, conducting weekly meetings where essays were read and debates took place after any official business was conducted. Nevertheless, during the 1860s the AMS was responsible for securing a study week prior to examinations and for securing some space for athletic activity. In 1877, a new constitution was created which reflected the importance to the AMS of preserving the attachment of alumni to the University and maintaining the bond between all members of the University. Interestingly, during this period the AMS president was required to be either a Queen's graduate or a professor, and at least one of the three vice-presidents had to live outside of Kingston. In fact, it was not until 1920 that the AMS President could be a student, provided they were in their final year of study. In 1948, the constitution was amended to require the AMS President to be a student.

By the turn of the century, the AMS constitution had been amended to underscore the shift toward the on-campus constituency and away from the 1877 emphasis on alumni. The AMS primary purposes were now the cultivation of literary, scientific and musical tastes, the encouragement of athletics, and the publication of the Queen's Journal.

The Alma Mater Society had now begun to assume its modern role of having full responsibility for administering and financing the large number of special interest student societies that had emerged on campus, and for representing the views of students to the Senate.

One of the most important developments in AMS history also transpired in 1898. This was the official delegation of responsibility for non-academic discipline to the Alma Mater Society and its new "AMS Court" (now known as the AMS Judicial Committee). Previously this responsibility was held by the Senate under the Royal Charter that created Queen's, although informally, the AMS had been delegated increasing jurisdiction in this area throughout the 1880s. Later, in 1936-37, the AMS introduced a system of student constables to maintain order at student functions. Both of these essential elements in student life remain to this day.

The 1930s brought one highly significant development. Beginning in the early 1920s there was persistent discussion surrounding the introduction to Queen's of the fraternities and sororities that were so popular in the United States. The opposition to them was strong, however, and was based primarily on the concern that loyalty to fraternities would diminish loyalty to Queen's and that the very nature of fraternities and the exclusivity of their membership might jeopardize Queen's democratic traditions. The AMS was in the forefront of these discussions and in 1930-31 revised its constitution to ban fraternities. Respecting students' right to self-government, the Senate had remained relatively quiet throughout the issue. But in late 1934, in response to the strong AMS stance, passed a still-in-effect motion "forbidding students who register at the University to form or to become members of any chapter of any externally-affiliated fraternity or sorority at or near Kingston."

Brief History

During World War II, the AMS established a war aid commission to raise money for the war and other war related activities. The AMS levied a dance tax to raise money for the War and sold corsages for the Arts formal. During WWII, over 3,000 AMS members, alumni, and staff left Queen's to fight in the war with 164 not returning.

Throughout most of the 1900s, the AMS operated primarily as an amalgam of standing and ad hoc committees but in response to the rapidly expanding scope of its activities, it underwent a major restructuring in 1969. It was at this time that the commission system was created. The original commissions, designed to carve up AMS activity into distinct spheres, were Education, Services, Campus Activities, Judicial, External Affairs, and Budget and Finance. The commissioners, along with the AMS president and vice-president, comprised what was then known as Inner Council which carried out the basic day-to-day work of the AMS.

The AMS legislative body, comprised of representatives from all the faculty societies, was known as the Outer Council. Inner Council and Outer Council are now respectively known as Council and Assembly. The commission system continues to thrive today, albeit with many modifications from its original form.

Chief among these modifications were the creation of the Academic Affairs Commission in 1991 in order to house responsibility for both learning environment issues and external funding/tuition/student aid lobbying issues in one place; and the creation of the Municipal Affairs Commission in 1994 in recognition of the important and diverse nature of student interaction with the Kingston community. In the early 1990s, the focus of the Education Commission gradually shifted away from academic issues and towards a wide range social justice and equity issues. This proved to be a lasting change and that commission has been renamed 'Social Issues.' In recognition of the growing concern among students re a wide range of environmental issues both on and off campus, in early 2011 the AMS

established the Commission of the Environment & Sustainability.

In the mid-1970s, the AMS began establishing and operating significant commercial services on behalf of its members. Alfie's Pub (originally known as the Underground) was created in 1976 and constituted a substantial expansion and relocation of the first AMS-run pub, founded in 1969. Alfie's was soon followed by the Queen's Pub (then the McLaughlin Room) in 1978.

Additional major new services followed with the creation of the Publishing & Copy Centre and Walkhome in 1988; the Used Book Store in 1994; and The Common Ground eatery/nightspot in 2000. In response to longstanding requests from The Queen's Journal for new and separate space, in 1990-91 the AMS purchased a house on Earl Street in which to relocate the newspaper's operations. It has since been relocated to 190 University Avenue to make room for the Queen's Centre. In 2005, the AMS purchased a longstanding card and stationary store in the JDUC which evolved into the creation of a major clothing, travel and used book retail service known as the Tricolour Outlet.

The AMS established a Housing Service in 1968 which operated throughout the 1970s until the AMS pulled out in 1982. By way of a contractual agreement with Queen's University the AMS sublet a number of university owned houses and apartments and acted as a landlord. The AMS administered all aspects of owning a house including collecting rent, arranging for repairs and running an annual housing lottery. The primary reason for the service was more student friendly handling of traditional landlord/tenant issues. When the AMS pulled out it oversaw 56 housing units serving hundreds of students.

Throughout its evolution and growth, the AMS has maintained its longstanding commitment to traditional activities central to student life by facilitating Orientation, overseeing Model Parliament since 1946, and overseeing Model United Nations since 1987.

In 1969, the AMS also created a corporation without share capital under the name of "Alma Mater Society of Queen's University Incorporated." One of the most significant structural developments over the past two decades has been the evolution of the role of the AMS Board of Directors in overseeing AMS services and managing the financial affairs of the corporation.

The AMS conducted a comprehensive examination of the entirety of its operations in 1995-96 through a cross-section of student leadership known as Vision 2000. This group was responsible for creating the current AMS Mission Statement which is: *"To serve and represent the diversity of students at Queen's."* The Vision 2000 group identified three words critical to the AMS mission statement:

- **Serve** – reminding us that at all times we are working for students; in essence the AMS is servant to student needs
- **Represent** - in representing students the AMS is acting as their agent – articulating their views to groups both inside and outside the university
- **Diversity** – underscores an AMS organizational imperative to serve and represent students of different ethnic backgrounds, ages, faculties, sexual orientations and socio-economic levels.

AMS participation in federal external student federations has been limited. It has never been a member of the current Canadian Federation of Students, established in 1981, nor its predecessor, the National Union of Students that operated from 1972 to 1981. The AMS did, however, become a member of the Association of Student Councils, a not-for-profit organization incorporated in 1973 to provide discount travel. Provincially, the AMS became a member of the Ontario Federation of Students in 1974 and maintained that membership until 1992 when Queen's students voted to leave.

The AMS subsequently became a founding member of the Ontario Undergraduate Student Alliance, which it left in 1995 only to rejoin in 2000. In 2009-2010, the AMS held observer status in the Canadian Alliance of Student Associations (CASA) a federal student lobby group. The AMS decided to not align federally.

Since its inception, the AMS had represented all students attending Queen's University. However, that changed in 1981 when the Graduate Students' Society, an AMS member society formed in 1962, voted by referendum to secede from the AMS. This secession was extremely amicable and grew out of a gradual, long-term, mutual recognition by the AMS and GSS that graduate students should have separate and autonomous representation. Subsequently, the AMS has seen both the Theological Society and the Law Students' Society depart for membership within the GSS, known now as the Society for Graduate and Professional Students (SGPS). In 2006, the Rehabilitation Therapy Society departed for the SGPS when that program evolved into a graduate program. In 2009, the Education Students Society voted to depart the AMS.

With the completion in 2009 of the initial component of the Queen's Centre project, the AMS began discussions with the University administration designed to fulfill its decades-old desire to assume responsibility for operating and managing the student life space on campus. These discussions became serious negotiations over the 2010-11 academic year and culminated in an historic operating and management agreement signed in early 2011 that would transfer from the University to the AMS, administrative control over this important space. Effective May 1, 2011, the AMS would now oversee the John Deutsch University Centre, Macgillivray-Brown Hall, the Grey House (51 Bader Lane) and the non-athletic student life space within the new Queen's Centre.

Brief History (cont'd)

Currently the AMS represents roughly 14,200 students. It has grown to operate a wide range of retail, hospitality and media services employing over 500 students, and six commissions with over 1,000 student volunteers participating in advocacy, event organizing and charitable efforts.

Relying entirely upon the extraordinary efforts and talent of a singularly dedicated student body, the Alma Mater Society remains true to its roots, working diligently on enhancing both the academic and extra-curricular experience of its members while fostering important connections with the surrounding community.



AMS Assembly

Assembly is the highest legislative and decision-making body for the undergraduate student government at Queen's University. It is comprised of roughly 40 representatives from the member societies, AMS Council, the Chair of the Board of Directors, the Rector, the Student Senate Caucus Chair, and the Undergraduate Trustee. The Assembly fulfils its mandate by debating reports, recommendations and motions as submitted by Council, the Faculty Societies, or any individual AMS member. It is constitutionally empowered to direct the Executive, Council or Board of Directors as they carry out their duties consistent with the best interests of AMS members. All AMS members are welcome to attend the bi-weekly Assemblies and submit motions.

The 2010-11 Assembly was notable for an increased participation by students-at-large. Similar to most years, the Assembly approved a number of amendments to AMS documents, particularly in the area of measures designed to enhance AMS hiring and employment policies/procedures and non-academic discipline. Several committee mandates were also amended, as were AMS AGM procedures. Assembly approved a significantly revised Harassment and Discrimination Policy for the Society and also a Workplace Violence Policy required by law.

After extensive debate, that included participation from several students-at-large, Assembly approved changes to how the AMS reviews its external affiliation that included the removal of the requirement for automatic triennial review. Assembly now has the responsibility to review external affiliation that included the removal of the requirement for automatic triennial review. Assembly now has the responsibility to review external affiliation membership at least once every three years. It also established a special committee mandated to submit an annual report on all external bodies in which the AMS enjoys membership.

Assembly approved a comprehensive memorandum of understanding between the AMS and Queen's Athletics and Recreation (A&R) regarding the jurisdiction, funding, policies and procedures related to the establishment and administration of student clubs and organizations. This was the culmination of two years' work and served to facilitate continued excellent relations and cooperation between the AMS and A&R.

The Assembly approved three plebiscite questions to be placed on the fall referendum ballot, two of which sought to gauge the level of student awareness and participation in the University's Academic Planning process. The results indicated roughly half of AMS members knew about the University's Academic Planning exercise and only 37 % felt that they had been afforded a meaningful opportunity to voice their concerns.

On November 11, the Assembly voted 14-10 with 11 abstentions to formally censure Rector Nick Day for what it deemed to be inappropriate and disrespectful comments he made during his Remembrance Day address at Grant Hall earlier that same day that many felt violated the political neutrality of that occasion. This is believed to be the first time the Assembly has undertaken such a formal reprimand and came after an extended and heated debate. On March 10, the Assembly received a petition with the names of 2,200 AMS members collected in a 30-hour period calling on Assembly to approve a referendum on whether to recommend to the University that the Rector be removed from office. The students expressed their concern over a letter the Rector had submitted (identifying himself as the representative of 20,000 Queen's students) to Liberal Party leader Michael Ignatieff. The letter denounced the Liberal Party's condemnation of Israeli Apartheid Week. The Assembly approved the special referendum by a vote of 35-0 with three abstentions. The subsequent referendum in late March saw a voter turnout of 26% and found over 72% of students voting in favour of the Rector being removed from office.

AMS Assembly (cont'd)

In January, the Assembly granted historic approval of both a new Student Life Centre Constitution, and a Management and Operations Agreement between the AMS and the University which transferred to the AMS, full administrative oversight, effective May 1, 2011, of the John Deutsch University Centre, Macgillivray-Brown Hall, the Grey House (51 Bader Lane) and the non-athletic student life space within the new Queen's Centre.

In February, Assembly unanimously passed a motion in support of Orientation Roundtable's efforts to bring the Mystery Frosh Concert back to campus. In March, the Assembly unanimously passed a motion, introduced by students-at-large, in support of lobbying the Office of the University Registrar to make student friendly changes to the commitment to pay process as it related to the new tuition payment deadlines.

In its final meeting of the year, the Assembly established the Society's first new commission since 1994 when it approved the creation of the Environment and Sustainability.

This in effect converted the Society's Sustainability Office into a commission, reflecting the growing importance placed by AMS members on addressing sustainability issues both on and off campus.

The Assembly appointed Bruce Alexander, a former Alma Mater Society president (1959-60), as the Honorary President for the Society. At the Assembly's last meeting of the year it was honoured to have outgoing Speaker of the House of Commons, the Honourable Peter Milliken, appear as a guest speaker. Mr. Milliken was recognized with an Honorary Life Membership in the Society.

Other Assembly guest speakers included Principal Woolf in the traditional first Assembly in September address, newly elected Kingston Mayor Mark Gerretsen, and senior administrators AVP / Dean of Student Affairs John Pierce and VP Caroline Davis.

The 2011-2012 year promises to be an exciting year for Assembly, with some major decisions facing the future of the Society, in particular those regarding the remaining student capital contribution to the uncompleted phases of the Queen's Centre project.



AMS Assembly (cont'd)

The AMS Assembly is comprised of the members listed below. Note that not all Assembly members have a vote on motions. Those who do not have voting privileges are marked by an asterisk. In 2011-2012, the Commissioner of the Environment and Sustainability will begin sitting on Assembly as a non-voting AMS Council member.

<p>Alma Mater Society President VP (Operations) VP (University Affairs) Academic Affairs Commissioner* Campus Activities Commissioner* Commissioner of Internal Affairs* Municipal Affairs Commissioner* Social Issues Commissioner* Hospitality & Safety Services Director* Retail Services Director* Media Services Director*</p>	<p>Commerce Society President VP (External) VP (Internal) 2 Elected Representatives</p> <p>Nursing Science Society President Vice-President</p> <p>Aesculapian Society President 2 Elected Representatives</p>	<p>Physical & Health Education & Kinesiology Students' Association President VP (Operations) VP (University Affairs)</p> <p>MBA Students' Society President Vice-President</p> <p>Main Campus Residence Council President Vice-President</p>
<p>Arts & Sciences Undergraduate Society President Vice-President 8 Elected Representatives</p>	<p>Computing Students' Association President Vice-President</p>	<p>Jean Royce Hall Council President</p>
<p>Engineering Society President VP (Student Development) 4 Elected Representatives</p>	<p>Concurrent Education Students' Association President 3 Elected Representatives</p>	<p>Other Ex-Officios Undergraduate Student Trustee* Queen's Rector* Student Senate Caucus Chair* Board of Directors Chair*</p>

Board of Directors

The Board of Directors is a sub-committee of the AMS Assembly that oversees the financial and strategic operations of the AMS Inc. In the 2010-2011 year, the Board of Directors oversaw a strong fiscal year for the corporation of the Alma Mater Society. There were positive strides made within each service as they continued to ensure that they were remaining responsive to the needs of the Queen's community. The services continued to streamline their operating and budgeting procedures so as to offer the highest level of service at the lowest cost to students.

The financial statements contained within this annual report illustrate the positive trend toward strong financial positions in each of the services. This can be attributed to the strength of the management teams and their willingness to look critically at their service and see it as an organic entity with a lifespan beyond their one-year tenure. Success can further be attributed to a renewed focus on long-term strategic planning at the Board level. The Board set financial targets for the next three years for each service with consideration given to the type of service offered to students and the main source of revenue for each. These targets will ensure that every service is either revenue generating or revenue neutral within three years. Our values as a not-for-profit organization guide us to translate generated revenue into lower prices and better value for students. The services have taken the first steps toward reaching these targets and this positive trend will continue into the future. It is inevitable that unforeseen expenses will arise that may affect a service's targets; however, the Board felt it important to place a heavy emphasis on written communication in order to document these variables – what, how, why, and outcome are all important points to transition. By understanding previous year's finances, new managers and the Board can ensure strong financial management and fiscal responsibility moving forward.

The AMS' Corporate Strategic Plan was reinvigorated at the Board level and incorporated into this year's goal planning at the service level. This has allowed the AMS to operate as a cohesive unit and offer services which truly do reflect the needs of the diverse Queen's community. The Corporate Strategic Plan will continue to be revised and updated by the Board Strategic Planning Committee. The Board's Governance Committee eradicated redundancy in the Board's committee structure, reducing the number of standing committees to five. This has had a positive impact on the Board's ability to coordinate efforts and goals across committees and has allowed the Board to work cohesively to develop aggressive yet attainable goals as well as develop the corporate strategy necessary to accomplish these goals.

In 2011-2012, there will be a heavy emphasis placed on reviewing outdated policies including the AMS Operations, Financial, and Administrative Manual, and all Human Resources policies. There will also be a commitment to a more thorough budgeting process by breaking down large accounts in order to appropriately plan and adjust finances. Positive progress has been made across our corporation and the Board expects this progress to continue in the 2011-2012 year and well beyond.

Student Life Centre

The Student Life Centre (SLC) buildings provide the home for the Queen's student community, and provide and support the campus focus for the student-directed social, cultural, entertainment and recreational activities, and broader learning and development out-of-classroom experiences. The Student Life Centre is comprised of the John Deutsch University Centre (JDUC), the Queen's Centre, 51 Bader Lane (the "Grey House"), Caruthers Hall (CFRC), 190 University Avenue (Queen's Journal), and Macgillivray-Brown Hall. Collectively, these buildings provide tens of thousands of square metres of assignable space and facilities for student community governance and operations, and collectively constitute the principal location for the essential programs and services offered by students for students including: faculty societies, student clubs and organizations; greater Queen's and Kingston community programs, a wide range of entertainment and retail products and services; and various student-focused student organizations and University administrative offices.

The AMS governs, manages and operates these facilities directly or in partnership with the University and/or with the Society of Graduate and Professional Students. In 2010-2011, the Student Life Centre facility operations had a budget of \$1,324,073.07, of which the most significant portion was the AMS' 49%. SLC facility initiatives in 2010-2011 focused primarily on upgrading and renovating Macgillivray-Brown Hall for increased student activity use, including the carpeting of the club spaces, the re-tiling of the club hallway, and the proposed joint effort with Athletics & Recreation for a renovation of the gymnasium level. Throughout 2010-2011, the AMS and the University conducted discussions, in accordance with the December 2005 Queen's Centre Commitment Agreement, to establish a comprehensive framework for governance, management, operations and funding to provide for the effective operations and programming of the Student Life Centre; while at the same time taking advantage of opportunities and synergies to achieve the overall vision and goals vested in the Queen's Centre project.

After lengthy negotiations, the proposal that AMS management of student life space would yield the best programming and economic results was ultimately accepted. On May 1 2011, the Operations & Management Agreement came into effect, transferring management control of the Student Life Centre buildings to the AMS.

In 2011-2012, the Student Life Centre will be operating as an AMS office (rather than under Queen's Student Affairs). Some related changes in this structure will include the addition of two Student Life Assistant Manager positions, specializing in Administration and Operations. There will also be a Reservations Coordinator, who will be responsible for managing reservation requests for all bookable spaces in the Student Life Centre buildings. Finally, the new AMS permanent staff position of "Facilities Manager" has been created to provide logistical support and guidance.

AMS Executive

The three-person AMS Executive is comprised of the President, the Vice-President Operations, and the Vice-President University Affairs. Together, they are responsible for representing the interests of all AMS members and for the day-to-day management of the Society.

The 2010-2011 Executive emphasized the importance of enhancing equity within the AMS and across campus and sought to improve outreach efforts to engage more students thereby ensuring that the AMS was speaking for a broader constituency of its members. Reflective of this focus was the introduction of Equity Grants, the creation of an AMS Membership Bursary to help offset the growing costs of student activity fees, a significantly revised Harassment and Discrimination Policy, the introduction of a Workplace Violence Prevention Policy and close cooperation and consultation with both the Queen's Positive Space program and a number of groups doing anti-racism work on campus.

A major initiative for the Executive consisted of convincing the University of the tremendous potential of solar panels as an energy source on campus. Extensive lobbying efforts and close cooperation with the Queen's Sustainability Office and a wide range of student leaders and groups culminated in considerable success when the Board of Trustees approved a project with the photo-voltaic company Johnson Controls for solar panels on eight campus buildings including the Queen's Centre and Victoria Hall.

The 2010-2011 Executive was very active in the planning surrounding the weekend traditionally designated as Homecoming and met with representatives from municipal government, Kingston Police, Campus Security, Kingston General Hospital and senior University administration. In emphasizing the protection of students' rights, a "Know Your Rights" guide was published and widely disseminated to the student body. Additional resources were made available to students who brought forth grievances re police conduct.

Significant efforts were undertaken to contribute to the development of the University's Academic Plan through identifying and conveying undergraduate priorities and concerns regarding their education. The Executive worked with both the Student Senate Caucus and the faculty societies to discuss critical issues and held a town hall meeting to elicit feedback directly from the student body for incorporation into the Academic Plan.

The 2010-2011 Executive completed negotiations/discussions with the University on a new Student Life Centre Constitution, and an historic Management and Operations Agreement between the AMS and the University which transferred to the AMS, full administrative oversight, effective May 1 2011, of the John Deutsch University Centre, Macgillivray-Brown Hall, the Grey House (51 Bader Lane) and the non-athletic student life space within the new Queen's Centre.

The Executive secured Assembly approval for a comprehensive memorandum of understanding between the AMS and Queen's Athletics and Recreation (A&R) regarding the jurisdiction, funding, policies and procedures related to the establishment and administration of student clubs and organizations, thereby completing two years' work on this project.

The Executive also engineered the installation of debit and credit at the Common Ground. Introduced in September, this successful new feature was accounting for 30% of all sales by year end. The 2010-2011 Executive have an exciting year ahead. The 2010-2011 Executive will also pay particular attention to facilitating a seamless transition to the management of the SLC, and building a governance structure for the building from the ground up.

AMS Executive

The Executive is elected annually during the winter term.

The President is responsible for the external representation of the Society and is ultimately accountable for ensuring the fulfilment of the Society's mandate and mission. The President also acts as the Chief Executive Officer of the Corporation and thus has a fiduciary responsibility to oversee the governance of the Society and its annual budget. The 2010-2011 President also directly oversaw the Communications Officer.

The Vice-President of Operations is responsible for all day-to-day operational and financial matters of the Society. The VP (Operations) oversees the three directors who in turn supervise the retail, hospitality, safety, and media services of the AMS. The 2010-2011 VP (Operations) also oversaw the Human Resources Officer, the Student Centre Officer, the IT Officer and the Marketing Officer. Additionally, the VP (Operations) administers and facilitates student activity fees, the AMS Health & Dental Plan, the Bus-It program, and the consolidated budget for the Society.

The Vice-President of University Affairs is responsible for all political and educational matters of the society, research and policy development, internal academic issues, and university administration affairs. The VP (University Affairs) oversees the commissions and the 2010-2011 VP (University Affairs) also oversaw the Sustainability Office. Additionally, the VP (University Affairs) serves as one of two Queen's representatives, along with the Academic Affairs Commissioner, on the Ontario Undergraduate Student Alliance (OUSA) Steering Committee.





COMMISSIONS



24	Academic Affairs
25	Campus Activities
26	Internal Affairs
27	Municipal Affairs
28	Social Issues

Academic Affairs Commission



The Academic Affairs Commission (AAC) is mandated with representing the academic interests of undergraduate students. The AAC strives to educate students on relevant post-secondary issues; to engage them; to advocate on behalf of students both internally and externally; and to facilitate student needs through various committees, coordinators, and services.

The 2010-2011 year was a tumultuous year for the Academic Affairs Commission. The commissioner worked to educate students about the upcoming transition to the new GPA marking system to be implemented in May 2011. Students struggled to understand the system and many students felt that the new GPA system did not address their concerns. Furthermore, the commission worked with the Registrar on the implementation new administrative system, SOLUS, also to be fully implemented by May 2011. Unfortunately, SOLUS moved the deadline to pay tuition in full earlier by 30 days, a move that many students felt disenfranchised by.

The commission worked to educate students and, after receiving a mandate from Assembly, lobbied the Office of the University Registrar to remove penalties for late payments and to create easy alternatives for students who could not pay by September 1st. These efforts were largely unsuccessful. The commission worked hard to disseminate information to students regarding the continued evolution of the University's Academic Plan and encourage AMS members to be involved. These efforts saw the AMS partner with the SGPS and work closely with the Student Senate Caucus Chair to ensure adequate student representation was maintained throughout the process. By May 1st, 2011, the Academic Plan had yet to be completed by a special Senate Taskforce.

Internally, the Teaching Issues Committee led a successful 'Stress' forum for first-year students dealing with their first university-level midterms. The Academic Grievance Centre streamlined its process and saw many ground-breaking achievements in fighting for student appeals.

The Teaching Awards Committee had success elevating the awareness of the awards among students and faculty alike which was aided by a surprise appearance by Christopher Knapper, the namesake of the Teaching Award given to TAs, and Director Emeritus of the Centre of Teaching and Learning.

The provincial lobbying side saw heated debate when assembly voted to remove the automatic triennial review to approve membership fees in external affiliates, implementing instead a committee that would review external alignment with all affiliates each year to ensure consistency with the AMS mandate. At the provincial level, OUSA led the discussion on access for underrepresented groups and the Ontario Online Institute. The VPUA and the AAC wrote policy papers on issues facing First Nation students and other underrepresented groups, respectively. Federally, a nation-wide election occurred on May 2nd, seeing the commissioner lead an awareness campaign during one of the most difficult times for students: exams. Despite this setback, the commission saw swells of student support in the form of a vote mob, as well as significant attendance at an on-campus debate and at advance polls during the Easter Weekend.

The upcoming year looks to capitalize on the commission's internal success of last year with new, innovative events to engage segments of the student population. The release of the new administrative system, the earlier tuition dates, and GPA marking system this year gives the commission a significant number of challenges for advocating for students. In addition, the commission will work hard at ensuring progressive change results from the academic planning process. Finally, the commission will work hard to educate and engage students in the fall provincial election.



Campus Activities Commission

The Campus Activities Commission (CAC) provides inclusive social events and entertainment programming designed to promote school spirit and extracurricular participation. The overarching goal set out by the Commissioner in the 2010-2011 year was to increase collaboration across the four portfolios of the commission: Arts, Orientation, Politics and Sports. Under the Commissioner's guidance, the Chairs of all of the events reached new heights in terms of programming provided to participants.

It was a successful year for most CAC events. Charity Ball and Queen's Model Parliament (QMP) sold out completely while two new events, Queen's Model Court and Wheelchair Basketball, were embraced by the student body. QMP also managed to increase its programming and attract some of the biggest names the conference has ever seen as Speakers (including Rick Mercer and John Turner). Queen's Model United Nations (QMUN) managed to make its event more paperless and the Sports events (Catch Me If You Can and Capture the Faculty) maintained their prestige on campus while the Arts events (Best Darn Singer on Campus and Exposure Arts Festival) continued to provide a fantastic showcase for the artistic talents of students.

Despite these successes, the commission also experienced some setbacks. Several structural problems with the Commission's fiscal management resulted in the loss of thousands of dollars in several committees and one of the largest commission deficits in the last several years. The largest setback involved significant financial problems arising under Orientation. The Orientation concert incurred large unexpected costs resulting in a sizeable deficit; this will hopefully be remedied by bringing the concert back to campus for the 2011 Orientation Week. The NEWTS Orientation Week also suffered a financial setback when a large portion of the participant fees were stolen.

In the coming year, the CAC looks to consolidate the internal strength of committees with new standardized practices for fiscal planning and tracking as well as to provide baseline strategies for all committees to conduct marketing and sponsorship efforts. The CAC will also work toward assisting events outside of the Commission by offering support to faculty societies, clubs, students-at-large, other members of the Queen's and Kingston communities, and through continuing its engagement with senate committees, Art Ignite and Athletics & Recreation.



Commission of Internal Affairs



The Commission of Internal Affairs oversees matters relating to the internal operations of Assembly, the student-run undergraduate non-academic discipline system, elections and referenda, as well as the administration of over 200 clubs.

The Clubs team had an exciting and productive year. The focal point of the Clubs year, Fall Clubs Night, was a great success. This was followed by the weeklong event Clubstravaganza in winter semester. These were integral in raising awareness of student clubs and the Clubs Office.

One of the biggest accomplishments of the Clubs Office in the 2010-2011 year involved space. The Queen's Center 3rd floor was officially put into use and clubs thrived from the extra space resources which entailed personalized offices, a media room and large, shared club spaces available for booking. Macgillivray-Brown Hall lent a complimentary presence to the already well bolstered Student Life Center and gave new life to a once defunct club space. It is anticipated that its utilization in the coming year will be much appreciated by clubs as well as Athletics and Recreation.

The AMS Elections team functioned well in both the Fall and Winter semesters. The CIA embarked on its second year of electronic voting after its implementation in 2009. This has helped streamline the elections process and enhance accessibility for students wishing to vote and will be a continued asset moving forward into the new school year. The CIA and its elections team also had to deal with an unexpected Special Referendum in the spring because of a petition and motion at Assembly regarding the removal of the Queen's Rector from office. The elections team was a cohesive, well-run group and their hard work was acknowledged by many, including the Queen's Journal.

The Judicial Affairs Office experienced a massive increase in the number of cases for the winter semester. This increase was handled well, however it meant that the director had to begin to take on cases and therefore was not left time to plan and orchestrate a winter awareness campaign. Thanks to a strong commitment from the director as well as the volunteers, the Office was successful in establishing a solid foundation from which it can continue to grow as integral part of the AMS and Queen's community.





Municipal Affairs Commission



The Municipal Affairs Commission (MAC) was established in 1994 with the objectives of bringing a student voice to the issues surrounding town-gown relations and to serve as a resource to students with regard to housing and the Kingston community in general. Since that time, the MAC has also dealt with issues such as Homecoming, Aberdeen, and Kingston transit. The MAC relies on its committees and over 500 volunteers to foster a positive relationship between Queen's students and the Kingston community. The MAC has two main functions: to advocate for student interests within the community and to provide outreach and volunteer opportunities for students.

The major event of the 2010-2011 year was the Municipal election. Some of the events related to the election incurred a high cost but were successful. The on-campus debate went well, but polling stations on campus had less of a positive effect on student voting than than hoped because of some confusion caused by the City of Kingston's polling district divisions. The voter turnout for the heavily student populated Sydenham and Williamsville Districts was 31% and 33% respectively.

The biggest challenge for the 2010-2011 MAC was the effort to decrease the number of students attending the unofficial Aberdeen Street Party during "Fauxcoming" weekend. For the second a year in a row, Homecoming was cancelled. Despite efforts by the MAC and the AMS as a whole to communicate with students about the importance of not attending the unsanctioned event, a crowd of approximately 1,500-2,500 students gathered on Aberdeen Street the evening of September 25th. Kingston Police Chief Tanner estimated that cost of the police presence at the event was \$375,000. Despite a significant decrease in the attendance from the 8,000 students who gathered on Aberdeen in 2009, in November 2010 Principal Woolf announced that he had made the decision that the risk posed by the Aberdeen Street Party was still too high and that Homecoming would not be reinstated until at least 2014. A major goal for the 2011-2012 MAC will be to continue the efforts to decrease the number of students who attend the Aberdeen Street Party and to decrease the police presence within the area.

The 2010-2011 MAC saw the creation of two new coordinator positions to be implemented in the 2011-2012 year: the Volunteer Opportunities Coordinator and the Employment Opportunities Coordinator, both meant to assist students in connecting with the Kingston community. The 2011-2012 MAC will also continue efforts to improve student housing conditions and landlord-tenant relations.

Social Issues Commission



The Social Issues Commission was created in 1969, and was known as the Education Commission until 1996. Originally, the commission was mandated to use educational events and programs to support a more cultured campus. Today, as an integral part of the AMS, the SIC works to fight oppression on Queen's campus and in the community through education, advocacy work, working to create safe spaces and providing resources.

In 2010-2011 the SIC underwent some changes, including the creation of a new publication, which required an increase in funding. *Able* a publication on (dis)ability and the intersections with other aspects of identity, debuted this year and incurred a publication cost of \$3,200. It is hoped that the publication will evolve into a strong and lasting part of the commission. As for the other publications, three of them came in over-budget, while the last, *Outwrite*, did not launch this year. *Queen's Feminist Review* was close to being on budget, while *HeadsUP* was over by \$760, and *Culture Shock!* was over by a little over \$1300.

Many of the committees did well staying on budget while holding large scale events. The Committee Against Racial and Ethnic Discrimination held Arts Night in second semester and the Education on Queer Issues Project held Queerorientation in September. The newly named Performance Outreach for Student's Social Education (formerly Project Outreach for Secondary School Education) applied for, and received, a grant from the Arts & Science Undergraduate Society to help fund their initiatives that came along with their expanded mandate.

The AMS Food Centre purchased a new fridge which was approved as a large scale expenditure. It continues to budget based off of the optional AMS Student Activity Fee it receives in addition to an optional fee from the SGPS.

The AMS Peer Support Centre moved locations to a more accessible area on the ground floor of the JDUC. Along with the new room, some new furniture was purchased including a futon in order to make the space more welcoming and comfortable for peers who visit the centre. The centre has greatly increased the number of visitors this year and has grown to be a much more widely used student service. AMS Assembly approved turning the Peer Support Centre Director's position into a salaried position at the end of the 2010-2011 year, so the 2011-2012 year looks like a promising one for the improvement of the services offered by the Peer Support Centre and its recognition amongst students as a resource.



Today, as an integral part of the AMS, the SIC works to fight oppression on Queen's campus and in the community through education, advocacy work, working to create safe spaces and providing resources.



OFFICES



- 32 Communications
- 33 Human Resources
- 34 Information Technology
- 35 Marketing
- 36 Student Centre
- 37 Sustainability

Communications Office

Serving as the main channel for communication between the AMS and students, the Communications Office has continually been undergoing reevaluation in an effort to make itself more relevant to the Alma Mater Society. A former Commissioner, the Communications Office has faced at least three major waves of restructuring in the last five years, including amalgamating the responsibilities of the former Advancement & Development Office and transferring the duties of market research and brand management to the newly created Marketing Office in the 2010-2011 year.

The 2010-2011 Communications Office worked closely with the Executive and the Social Issues Commissioner to add an equity focus to its promotions, which included the successful creation of Promotional Equity Standards. Advertising from the Communications Office, specifically recruitment, was no longer focused on personal testimonies and photographs of staff members to avoid marginalizing students by exclusion.

Although significant burdens upon the Communications Office were reduced by the creation of the Marketing Office, there was still difficulty in adjusting. Since an additional computer was not purchased for the office that they now shared, the 2010-2011 Deputy Communications Officer and

Deputy Marketing Officer were only able to access AMS resources on the computers when the Officers were not present. This resulted in a lack of oversight and loss of productivity. A major purchase for the 2011-2012 Communications Office will be to split the cost with the Marketing Officer of adding at least one more workspace to the office.

The 2010-2011 Communications Office greatly improved its following on the social media channels Facebook and Twitter, using both channels to spread information about opportunities for student involvement and input. Guerrilla marketing tactics were tested throughout the year implementing the use of social media with various levels of success. For the second year in a row, the Annual Report was not published. As one of the Society's most important tools for ensuring transparency and accountability to students, a major goal for the 2011-2012 Communications Office will be to resume publishing the Annual Report and put policies in place to ensure the project is not neglected in the future. The 2010-2011 Communications Office will also focus on finalizing policy reviews regarding social media, visual identity standards, and the division of work between the Communications and Marketing Officers in the hope to improve the services that both Offices can offer constituents.



Human Resources Office



The Human Resources Office serves as a support for both the corporate and government branches of the AMS. In its eleven years of operation, this office has facilitated the recruitment, hiring, training, and appreciation of full-time staff, part-time staff, and volunteers. The Human Resources Office works closely with all AMS managers through HR Caucus to ensure that discipline, hiring, and appreciation practices across the services are universal and fair to all AMS employees. This Office also works with the Communications and Marketing Offices to advertise AMS hiring deadlines, promote involvement and to show public appreciation to the amazing staff and volunteers that are essential to the functioning of the AMS.

In 2010-2011, a large focus of the Human Resources Office was the creation of an online opportunities database to allow students to search for different AMS positions throughout the year based on area of interest and commitment level. The office also aimed to develop job descriptions for all AMS positions as a separate document to applications, both of which were accessible on this database. The idea of online application submission was explored; however it was not implemented because of the concern of losing advertising potential from paper applications. A "Get Involved Night" and "AMS Open House" were held in early fall for Commissioners and Managers to advertise volunteer and part-time opportunities for students to get involved; however the events experienced low attendance. The Human Resources Office revamped the process of transition for full-time staff during

2010-2011, defining two phases of transition and an "exit interview" for employees. These changes will take full effect during the 2011-2012 year. The format for performance evaluations was standardized, specifically among the services for part-time staff. Additionally, work on a number of HR record keeping databases was initiated. These include a yearly database of all AMS employees and volunteers and a statistics record of service applicants and employment.

Looking forward to 2011-2012, the Human Resources Office will work to utilize the capabilities of the new AMS website to advertise positions, communicate hiring timelines and make the application process as efficient and accessible as possible. The Opportunities Database will be transferred to the new website and the concept of online application submission will be revisited. New techniques for face-to-face recruitment will be explored, using class talks and engaging "boothing" throughout the academic year. Continued work on the process of full-time staff transition and long-term Human Resources Office record keeping will occur. Additionally, maintenance of past development to the intern program and HR Caucus will be a priority, striving to engage future society leaders and deliver consistency across services. Standardized policy on volunteer honoraria and performance evaluations will be a large project and new methods of ongoing volunteer appreciation will also be an area for attention.

Information Technology Office

The Information Technology Office works to provide the IT infrastructure on which the AMS depends. The IT Office operates internally on both the government and corporate sides of the AMS to ensure the continued support and maintenance of all IT equipment and services.

The 2010-2011 IT Office budget last year was quite similar to that of the year before with the major improvement being a large reduction in the salary line due to a change in the number of IT Office Staff (down to 3 full-time staff from 5). The IT Office also had two major capital expenditures; the purchase of 20 new computers to replacing aging ones, and a large upgrade of the IT Server Infrastructure. The first of these is to be depreciated over three years, while the infrastructure upgrade will be depreciated over 5 years.

Even with the depreciation from those major purchases, all of the final financial results within the IT Office were below or close to budgeted values. Due to the dynamic nature of support required in the IT Office, it is usual for budget values to be larger than the actual values during a stable year when not many infrastructural problems arise such as in 2010-2011.

The 2010-2011 IT Office ended the year working with the incoming IT Officer and other incoming staff to select a company for a complete redesign of the AMS website. The selected company, Envision, looks extremely promising. A major project of the IT Office for the 2011-2012 year will be to work with Envision in the creation of the new website and training AMS staff on its use.



Marketing Office

The Marketing Office serves as a supporting resource for the Commissions and Services within the AMS. Its role is to assist in the creation of promotional material, advertising campaigns and marketing strategy while conducting market research and ensuring the primacy and consistency of the AMS visual identity standards.

The Marketing Office is a new creation, with 2010-2011 being its first year of operation. The office was created to assist in the mandate of the AMS executive to increase the efficiency and proficiency of communication between the AMS' government and services, and the students of Queen's University. Towards this end, the Marketing Office grew quickly in this past year, growing into its responsibilities and developing new areas of interest and attention. The position was created to fill several needs within the AMS. The Marketing Office serves, in part, to reduce the quantity of responsibilities that were once under the purview of the Communications Office. The sheer complexity and number of duties which once fell under Communications meant that a significant portion of them were neglected from year to year. Further responsibilities were added to the position, creating a distinct entity that deals with critical operations in the AMS. Some of the responsibilities entrusted to the Marketing Office include the undertaking of comprehensive market research initiatives, the direction and organization of marketing caucus, the development of the AMS visual identity, the design and procurement of new promotional materials, and the protection of the integrity of the AMS visual theme.

The Marketing Office also serves as a consultative resource for any and all AMS subsidiary groups, enabling even smaller organizations within the AMS to tailor effective and efficient marketing and outreach campaigns. Finally, the Marketing Office serves to complete special projects related to the mandate of the office, such as voting initiatives, cross-promotional ventures between AMS services, and other projects as assigned by the Executive or as pursued by the Marketing Officer.

The 2010-2011 Marketing Office worked closely with AMS services to develop promotional campaigns. Most notably, a major video-commercial project was undertaken, resulting in the production of one promotional video for each service. The production of these videos carried over into 2011-2012, and they are slated for release during that academic year. Preliminary market research initiatives also took place, with multiple focus-groups being conducted over the course of the year. After the first year of operations as an 8-month position, the incoming AMS Executive felt that the Marketing Office warranted further expansion and use, and as such extended the employment period to 12 months for the 2011-2012 academic year. On the subject of the 2011-2012 year, the Marketing Office will continue to expand its operations to better fulfil its mandate. Major undertakings, primarily in the fields of market research and strengthening of the AMS brand, are intended to establish this office as a permanent and necessary fixture, and make full use of the 12 months now assigned for this position

Student Centre Office

The Student Centre Officer (SCO) duties are primarily centred on supporting the activities of the John Deutsch University Centre (JDUC), MacGillivray-Brown Hall, 51 Bader Lane (the "Grey House"), and the Queen's Centre. These buildings encompass a variety of services and spaces open to all members of the Queen's and the larger Kingston communities. These spaces serve as venues for student events, faculty meeting spaces, and offices for campus groups. The SCO's job is to ensure the vibrant, effective use of the various Student Life Centre buildings.

In 2010-2011, the Student Centre Office directed its attention to the programming and exposure of MacGillivray-Brown Hall, and increasing revenue generation in the JDUC and Queen's Centre through external vendors. The latter initiative was carried off with good success; revenue from room and table bookings equalled \$38,942.92. MacGillivray-Brown Hall, however, does pose certain challenges due to its location and common perception.

The 2010-2011 year culminated in an historic operating and management agreement signed in early 2011 that would transfer administrative control over the Student Life Centre from the University to the AMS. In addition to effectively transitioning and restructuring the Student Centre Office to accommodate this change, priorities for 2011-2012 will include improvements to club space, specifically upgrades to MacGillivray-Brown Hall, while ensuring that these investments are not unduly limiting of potential future use of space. Additionally, programming in the JDUC, Queen's Centre, MacGillivray-Brown Hall will be heavily centred on student initiatives providing clubs and AMS member societies the opportunity to gain as much exposure as possible. The Queen's Centre will be developed to more fully and accurately reflect the diverse communities at Queen's, while simultaneously raising the aesthetic of the building.



Sustainability Office

The Sustainability Office was created in 2006 as an attempt to help address the growing need for sustainability priorities on campus and in the AMS. The Sustainability Office predates Queen's Sustainability by an entire two years. It's official mandate is to 'promote a culture of sustainability at Queen's University' and this mandate is exhibited in all of the programs, initiatives and services the CES offers to the students.

The 2010-2011 Sustainability Office faced a couple of financial shortcomings. Firstly, it did not utilize the availability of a \$3,000 contract from Tricolour Outlet to Greenovations. In addition, the Sustainability Action Fund brought in \$20,000 but allocated just over \$6,000. Normally, all of this money would be given out to worthy projects each year. This was more a problem of advertising, but given it was the first year, this was to be expected. The most costly expenditure was the \$6,000 spent on Maude Barlow. This was significantly more than budgeted and was the largest expense of the year.

With the help of the Sierra Youth Coalition, the Sustainability Office hosted an environmental conference and invited environmental players from across the province to attend. A second new experiment was the start of a bike repair service. While it did not become fully operative, the policy was approved by AMS Assembly for the coming year. In addition, the Sustainability Office lent funding to several projects including the community gardens, the residence energy challenge, and some internal initiatives and continued the cross campus environmental forums with moderate success.

The 2011-2012 year will be an important year as the Sustainability Office transitions to the Commission of the Environment and Sustainability, as approved by AMS Assembly at the end of 2010-2011. Although this will present its own challenges, such as where to locate the new Commission in a more central location, the transformation to a Commission shows a renewed and growing dedication to the environment and is a historic step that will allow for much more positive work to be achieved.



SERVICES



- 40 Retail
- 41 Hospitality
- 42 Safety
- 43 Media

Retail Services



Publishing & Copy Centre



Established in 1988, the Publishing & Copy Centre (P&CC) has quickly grown into a medium-scale production house equipped to handle a large variety of jobs, and into a financial mainstay of the AMS, posting a continuous surplus every year since 1994/1995. 2010-2011 was no exception, with the P&CC generating its highest ever surplus and posting impressive cuts in the cost of goods sold and operating expenses. The P&CC was able to slash prices on colour printing by 25%, thereby increasing volume and improving its offerings for students, and invested in a new wide-format printer, improving quality and wait times, while reducing prices for customers. The P&CC also greatly expanded its trashbook initiative, selling over 1000 trashbooks and donating \$500 to the Nature Conservancy of Canada.

Moving forward, the P&CC will establish a long-term plan to adapt to an increasingly paperless world by expanding its backshop production services and pursuing large-scale contracts from the Queen's and Kingston community. The P&CC expects to continue its trend of financial sustainability.

Tricolour Outlet



Tricolour Outlet was formed at the end of 2009-2010 from the amalgamation of The AMS Merchandise Services (TAMS, operating the Used Bookstore and Tricolour Outfitters) and Destinations. In its first year of operations, Tricolour Outlet succeeded in reducing its operating costs by 19% through streamlining of the staff and management teams and reductions in allocated expenses. Overall, Tricolour Outlet reduced its deficit vs. the consolidated year before by over \$28,000. While successful in reducing costs, the newly amalgamated Tricolour Outlet struggled with a lack of brand recognition, particularly in areas where Destinations had been very strong, and by a decrease in Tricolour Express ticket sales fuelled by increased competition from VIA Rail and Megabus. Tricolour Express tickets fell \$236,000 short of expectations, a 35% decline from the year before. Sales of clothing and custom clothing did well, increasing by 42% and 36%, respectively, helping to offset some of the decline, but overall the service still fell \$300,000 short of projections.

Moving forward, Tricolour Outlet will pursue an aggressive marketing strategy to establish its brand image, and continues to emphasize cost-reduction strategies. Tricolour Outlet is expected to break even within 1 – 3 years.

Hospitality Services

Common Ground Coffeehouse



Common Ground Coffeehouse was created 10 years ago to serve the Queen's student body by providing students with consistent products of high quality at reasonable prices. Unlike other on-campus food service providers, Common Ground offers a unique experience to all customers in that it is students serving students. The 2010-2011 year at Common Ground showed a significant change to the service as a whole. Changes in products offered, suppliers, better marketing, and improved customer service combined to bring Common Ground a great amount of success and a turn around from the 2009-2010 year. Revenue this past year at Common Ground increased over 41%.

The management team worked to offer more consistent products eliminate the line wait time by expanding and improving the pre-made food options and marketed pre-mades through the successful Golden Ticket campaign, which also allowed for Common Ground to give back to student customers. The management team was very successful in attaining their goal of decreasing the deficit that Common Ground saw from the previous year by over 69%.

In 2011-2012 the Common Ground looks to continue building upon the success of last year's while improving both the consistency and efficiency of the service overall. Changes to the menu will allow Common Ground staff to better serve students and CoGro Express, located on the 2nd floor of the JDUC, is a quick stop location for students in a hurry.

The AMS Pub Services



The AMS Pub Services (TAPS) operates two successful venues that are longstanding hot spots for nightly socials, daytime study breaks, and affordable food and drink. TAPS provides a safe and welcoming environment for all students to meet with friends and dance the night away.

In 2010-2011, the primary focus at TAPS was to continue to improve customer service. The management team set goals to reduce wait times, improve efficiency and service, and expand marketing to encourage a wider diversity of Queen's students to use their services. The Queen's Pub experienced an excellent year in terms of sales. Food sales were the highest they'd ever been and surplus was achieved overall due to the high volume of students enjoying affordable meals and beverages. Unfortunately, Alfie's experienced a dip in sales. Frosh week, Frost week, and exam week were all tremendously busy as Alfie's hit capacity early on in the night. The problem arose in the 'down' periods of the year when academics and extra-curricular activities occupy most of students' time. Alfie's, however, did establish an extremely popular new event called Classic Rock which was held the first Saturday of every month and achieved high bar sales and large volumes of students.

TAPS made some significant purchases for the businesses in the past year. The most important of these was a new Point of Sales System, which proved to be successful as it helped improve overall efficiency within the Pub.

Safety Services

Queen's Student Constables



The Queen's Student Constables (QSC) have been an important support resource to students since 1936. QSC strives to provide high quality peer supervision and support that ensures a safe social environment for all of Queen's students, while upholding AMS and University regulations. Student Constables can be found working at The Queen's Pub, Alfie's, Clark Hall Pub, athletic events, orientation events, semi-formals, and many other events at Queen's University.

The QSC management team of 2010-2011 made it their priority to promote professionalism and dedication on the part of all staff, provide a way to gather customer feedback about events which Student Constables worked, and to explore alternative ways to enforce non-academic discipline. Additionally the past year saw a deficit of \$17,843.21, mostly due to increased licensing costs. During the 2010-11 year QSC purchased ten new radios, a safe, and a large storage closet to store all the new equipment. The radios successfully increased communication on shift and allowed all on duty Constables to be kept abreast of current events as they happened.

Walkhome



In 2010-2011, Walkhome's yearly walk number increased by approximately 3000 walks. While at times the service struggled to meet patron demands, Walkhome excelled in its marketing campaigns, drawing in a larger patron population. The marketing campaigns branded the service with a simple design, and reached students of all years and all faculties. A new set of couches were purchased for the kiosk, significantly contributing to a positive kiosk life. An online scheduling system was also introduced to the service, making it much simpler for staff to see the schedule and trade shifts; however, this decreased flow to the Walkhome office, negatively affecting staff and executive relationships. More emphasis was made on community outreach initiatives, allowing staff members to bring forth ideas and lead a group of staff in smaller on campus events. The service continued with tradition in planning two very successful 'Walkathon Events' and some great staff socials. At the end of the year, Walkhome saw a surplus of \$7,743.

Since Walkhome operates on valuable student fee dollars, in 2011-2012 the service hopes to finish with less of a surplus than years past. More money will be allocated for staff wages, ensuring that service demands will always be met. More funding will also be invested in community outreach initiatives that will put students dollars back into the Kingston Community. Greater funding will be allocated to staff training, providing staff with a training manual and additional training throughout the year. Through offering First Aid and Self Defence training, Walkhome staff members will be more prepared for emergency situations both on the job and in everyday life. This year will also focus on creating a more accessible kiosk space, ensuring that patrons remain the service's number one priority. This will also be reinforced by creating a patron feedback form on the newly designed website and a designated patron space at the kiosk.

Media Services

CFRC 101.9FM



CFRC 101.9FM is Kingston, Ontario's only campus-community radio station, broadcasting from Queen's University since 1922. The station broadcasts 24/7 on 101.9FM and online at cfr.ca, offering alternative news, diverse opinions, and underground music, along with debate on student issues that are not being covered by other media in Kingston. Almost all of CFRC's programming is produced by more than 150 active volunteers overseen and assisted by five paid staff. CFRC broadcasts Queen's Gaels football, hockey and basketball games, as well as speeches given by honorary degree recipients and special guests at the University's convocation ceremonies.

In 2010-11, CFRC stayed true to its long-established mandate and direction, focused on the goals of achieving financial stability, increasing its profile on and off campus, developing programming, improving volunteer skills, and enhancing the station's relationship with other campus-community radio stations across Canada and internationally. On the road to achieving a balanced budget, CFRC significantly lowered its deficit this past year. In 2009-10, the station's deficit came to \$21,386.25. In 2010-11, this was reduced to \$18,365.86, very close to the Strategic Planning goal of \$15,000.

2010-11 was a record year for on-campus outreach, as CFRC participated in more than a dozen on-campus outreach events and activities in the month of September. CFRC staff and volunteers also accomplished the goal of completing a listenership survey, finding that the listenership of the station is over 38,000.

CFRC raised its profile in the community with the RadioActive Carnival series of sound performance, a project funding through the City of Kingston Arts Fund. Three events (Hear in the Dark, Art's Birthday and Isolated Frequencies) drew audiences out to engage with experimental sound, audio art and radio drama at different venues around Kingston. Total attendance for these events numbered over 200 people.

The station held another successful Funding Drive in 2011. CFRC's direct mail and on-air campaign in February raised more than \$24,000 by the end of April. CFRC also received a major gift from a former volunteer, which is being held in trust until the objectives for the funds are more clearly defined.

The Queen's Journal



The 2010-2011 year was extremely successful for the Queen's Journal both financially and editorially. The service moved towards a more thorough understanding of online advertising in the Kingston market, sales were consistently high, and incentive models for Sales Reps were changed and created a positive business atmosphere. The Journal reached more students through a more visible online presence, and a greater engagement through social media. The newspaper covered a range of issues important to students, including breaking news, sports, arts, and entertainment. In addition, the Queen's Journal website underwent a complete overhaul, introducing a cleaner, more effective design that would increase the accessibility to students.

After a troubling 2009-2010 year fiscally, the Queen's Journal was able to rebound through an improved advertising market, increased fiscal restraint, a reduction in overall operating expenses, and an increase in the student activity fee. This fiscal responsibility put the service in an excellent position going forward, and ensured that an effective operations model is in plan for the foreseeable future.

Media Services (cont'd)

The Queen's Journal (cont'd)

Volunteer recruitment in 2010-2011 was also very successful, as the year included another strong year from a group of passionate, dedicated staff members. Without a journalist program at Queen's, the Journal serves a very distinct purpose at the University, providing first-hand experience to students wishing to pursue a career in Journalism. This experience is both nationally and internationally recognized, with alumni of the Journal working across the world in media positions.

Moving forward in 2011-2012, the Journal will continue to uphold the high standards of journalistic integrity that it has brought to the campus over the past 138 volumes. The Journal will continue to create innovative ways to reach both students and the greater Kingston community with information that is important to them.

Queen's TV (QTV)



Queen's TV is a student-run television production service that airs weekly at www.queenstv.ca, as well as on TVCogeco 13. The mandate of the service is to act as a source of information and entertainment to the student audience, while also providing experience and training in production, on air talent, and journalism for its staff. Internal re-structuring of the service began in 2008 with the formalizing of the management positions, and the implementation of the salaried staff position. This restructuring continued last year with addition of several new honoraria managers, which provided a greater consistency in the programming the service provided to students.

The 2010-2011 season (the service's 22nd) saw an emphasis in programming on news, sports, music, student issues, and special campus traditions. Through creative programming, diverse marketing tactics, and passionate dedication from the staff, the service had a banner year, amassing close to 250,000 views on YouTube, surpassing the totals of the past three years combined.

While the service grew its popularity with students, Queen's TV struggled to create a strong financial foundation in 2010-2011, falling short of its budgeted projections. Difficulties in securing advertising revenues, and issues with management of the VideoFactory Portfolio caused the greatest impact on the financial results of the service. However, support for the service from the student body was reflected in high opt-in rates to its student fee, as well as the continued development of a very strong relationship between the service and Athletics & Recreation.

2011-2012 will see an improved business foundation with the creation of a salaried business manager position, as well as an expansion of the service through live-streaming capabilities. With a strong management team returning, and a shift to daily, relevant content for students, the future of the service appears very bright.

Tricolour Publication Services



In 2010, Yearbook and Convocation Services was relieved of its convocation responsibilities and amalgamated with the Guide to Queen's Agenda and the P&CC Design Service, forming Tricolour Publication Services. Tricolour Publication Services (TPS) is a student-run service with the objective of producing high-quality publications, design, and photography for the Queen's University student community. The major projects are the Tricolour Agenda, Tricolour Yearbook, the operation of the Design Service and the organization of graduate photography. The earliest version of TPS came in the form of the 1928 Tricolour Yearbook. Since then, the service has published 83 separate volumes for the Queen's community.

In 2010-2011, TPS had to deal with several challenges of operating a newly formed service. The focus on the two major publications (the Yearbook and the Agenda), caused the design section of the service to suffer, with low visibility among students, and a low demand for projects. TPS also struggled with recognition that negatively impacted the distribution of yearbooks to the student population, and impacted the recruitment process for new staff members. In addition, difficulties with the new operation structure caused a difficulty in retaining staff members, which resulted in high staff burnout.

Despite several operational challenges, the service had a successful first year of operation financially. The agenda was produced and distributed free to students, and the service completed the year close to its targeted objectives. Moving forward, TPS has identified several major challenges with the operational structure of the service, and will move forward accordingly. This includes improving the internal infrastructure of the service, and a move towards greater recognition by students through the rebranding of the service, as Yearbook & Design Services (YDS).





FINANCIALS



48	Awards & Bursaries
49	Funds & Other Operations
50	Financial Statement Guide
52	Balance Sheet
53	Statement of Operations
54	Statement of Changes in Net Assets
55	Schedule of Internally Restricted Funds

AMS Awards and Bursaries

Accessibility Queen's Bursary

An endowed fund established by the AMS in September 2007 from funds accumulated in the Accessibility Queen's Fund and awarded on the basis of financial need to students with disabilities who are registered with Queen's Disability Services and who are not eligible for funding through the OSAP Bursary for Students with Disabilities. The bursary will help with the costs associated with adaptive technology, transportation costs, etc. An eligible recipient was not identified in 2010-2011. The capital account balance of the fund as at April 30, 2011 was \$325,517 with a projected market value of \$331,081.

The Agnes Benidickson Bursary

An endowed fund established by the AMS in honour of the Chancellor Emeritus, Agnes Benidickson. Funds have been donated through student activity fees and raised through Project Millennium. Awarded to an undergraduate student in financial need in any year of any faculty or school at Queen's. With 2010-2011 awards of \$49,100 the capital account balance of the fund as at April 30, 2011 was \$913,637 with a projected market value of \$1,062,156.

The Ida Mmari Scholarship for Refugee Students

An expendable fund established by students of Queen's University in memory of Ida Mmari of Tanzania, M. Pl. '83. Funded from annual AMS student activity fee donations, scholarships are awarded to a refugee student and the scholarship is renewable for up to four years. With 2010-2011 awards of \$37,133 the income account balance in the fund as at April 30, 2011 was \$148,996

Disabled Students' Bursaries

An endowed fund established by the AMS and Arts and Science '82, to assist students with disabilities attending Queen's. Bursaries are awarded on the basis of need. With 2010-2011 awards of \$1,115 the capital account balance of the fund as at April 30, 2011 was \$10,242 with a projected market value of \$24,198.

Student Loans Programme

An expendable fund established by resolution of the AMS Board of Directors in 1976 for the purpose of providing short-term loans to Queen's students. Funding derives from interest on capital held by the AMS and from interest earned on the loans to

students. As at April 30, 2011, the income account balance in the fund was \$41,470.

The AMS Native Student Awards

An endowed fund established in 1990 by the AMS and awarded to native students entering first year in any faculty or school at Queen's with preference given to undergraduate students. Selection is based on academic standing and/or financial need. With 2010-2011 awards of \$3,090, the capital account balance of the fund as at April 30, 2011 was \$37,566 with a projected market value of \$66,986.

Work Bursary Programme

An expendable fund established to cover the operating costs of a joint government/AMS sponsored program providing employment to financially constrained students. Funding for the programme from annual AMS student activity fees amounted to \$88,524.39 in 2010-2011. Approximately 65 students benefited from the fund.

AMS Sesquicentennial Bursaries

An endowed fund established by the AMS in 1990. Bursaries are awarded to students in any faculty or school with preference to single parents with day-care expenses. With 2010-2011 awards of \$13,415 the capital balance of the fund as at April 30, 2011 was \$140,688, with a projected market value of \$290,739

Queen's International Student's Association Bursary

An expendable fund established by the Queen's International Students Association (an AMS Club). Funding is from annual AMS student activity fee donations. With 2010-2011 awards of \$6,000 the income account balance of the fund as at April 30, 2011 was \$5,709.

STRIVE Awards in Environmental Studies

An expendable fund established by the AMS Committee, "Students Taking Responsible Initiatives for a Viable Environment" (STRIVE), and awarded to any undergraduate student at Queen's who combines environmental volunteer work with academic achievement. With awards of \$1,500, an eligible recipient was not identified in 2010-2011. The income account balance of the fund as at April 30, 2011 was \$501

AMS Funds and Other Operations

Advantage Fund

The Advantage Fund was created by the Board of Directors in 1997. It is composed of income and equity investments, short-term money-market investments and mutual funds. The market value of these investments as of April 30, 2011 was \$7,220,648. Transfers from the fund to the operating fund are made monthly at a rate fixed by the Board of Directors, which are recorded as interfund transfers to operations. The funds balance at the end of the year was \$385,726.

Student Centre Fund

The Student Centre Fund was established in 1991 to receive revenue from the AMS student centre activity fee and from services' space cost allocations. The funds expenses arise from the Society's partnership portion of JDUC Council's facility operations costs; but also include facility costs for MacGillivray-Brown Hall and 190 University Ave, better known as the Journal House. The fund also reflects the balance of the Queen's Centre fee that is transferred to a separate account to be held in trust, which Assembly approved in 2009. The 2010-2011 year-end balance for the Student Centre Fund was \$3,598,133.

Accessibility Queen's Fund

The Accessibility Queen's Fund was created by referendum in 1988 to support the capital needs of Queen's community members with disabilities on campus. Accessibility Queen's Committee directed expenses arise from accessibility capital projects but also includes annual ongoing accessibility programs and services. The yearend balance of the fund saw a 24% increase, closing at \$102,339.

Health and Dental Plans Fund

The Health and Dental Plans Fund was created by the AMS Board of Directors in 2001 to provide accountability and visibility of surpluses/deficits arising from the previous year's AMS Health and Dental Plans' actual benefits claimed as compared to the budgeted amount and to ensure that surpluses/deficits do not subsidize or impact on other areas of AMS operations. The fund ended 2010-2011 with a balance of \$1,007,361.

AMS Special Projects Grants

The following is a list of recipients of the AMS Special Projects Grants from 2010-2011. This grant is allocated by a subcommittee of the AMS Board of Directors and is chaired by the Vice-President (University Affairs).

- Kingston Youth Advisory Committee: \$2,000
- Queen's Project on International Development (QPID): \$1,000
- Queen's University International Centre: \$300
- Sierra Youth Coalition: \$2,000
- TEDxQueensU: \$600
- Society of Graduate and Professional Students (project: Bring student parents together): \$600
- Queers: Indigenous and People of Colour (QuIPOC): \$1,000
- Queen's Native Students' Association: \$400
- Queen's International Development Conference: \$1,140.70
- Queen's Hillel: \$500
- Queen's Coalition Against Racial and Ethnic Discrimination: \$900
- Queen's Chinese Press: \$500
- Classics Department Student Council: \$350

Financial Statement Guide

INTRODUCTION

Each year the Alma Mater Society of Queen's University Incorporated (AMS) prepares a financial statement which is intended to reflect the activities of the Corporation as at, and for the year-ended, April 30th. This financial statement is then subject to an independent audit by a public accounting firm. The result is a summary of the assets, liabilities, reserves, fund balances and operations of the corporation for the fiscal year.

Copies of the complete audited financial statement may be obtained from the AMS general office and below on this page. Excerpts from the financial statements are included here to draw attention to some of the more significant information contained therein. What follows is a brief summary of the contents of the audited financial statement, which should serve as a guide for the inexperienced reader of such documents.

AUDITOR'S REPORT

As previously discussed, the Alma Mater Society's books are subject to an annual audit by an independent accounting firm (KPMG, in this case). This audit is intended to provide reasonable, but not absolute, assurance that the financial statements are free of material error. This does not mean that the financial statements do not contain errors, but rather that they contain no errors which would significantly impact on decisions made by the "stakeholders" of the AMS.

The audit procedures include examining, on a test basis, the evidence supporting amounts and disclosures in the financial statements. It also includes assessing the accounting principles used in constructing the financial data and ensuring that those principles are both appropriate in the circumstances and consistently applied.

That said, the audit report by KPMG is a "clean" or unreserved opinion, meaning that the auditors were able to satisfy themselves that the above conditions were satisfactorily met.

BALANCE SHEET

The balance sheet is commonly described as a "snapshot" of a firm at a particular point in time. It provides an opportunity to examine the financial soundness of the firm (the ability of the corporation to cover its debts) and the manner in which the firm is using its assets to earn income.

The balance sheet is divided into three main sections - assets, liabilities and net assets:

Assets: An asset is something which is expected to provide benefit to the firm now or in the future. Assets are listed on a balance sheet in order of liquidity (i.e. ease with which the asset can be converted into cash). A review of the AMS balance sheet shows a high level of assets held in the form of cash or near-cash items. Capital assets are recorded at historical cost and are depreciated (charged to operations) over a period of time determined by the Board of Directors.

Liabilities: A liability is something which entails future obligation. As with assets, liabilities are segmented between obligations which will come due in the short-term (current liabilities) and those which will come due in the long-term. The liabilities of the AMS consist only of short term amounts due to suppliers, government agencies and amounts held by the AMS on behalf of other non-AMS groups.

Net assets: Equity is the residual after deducting liabilities from assets. In essence, it represents the "net worth" of the company. The equity section of the AMS balance sheet is divided into a number of components. The operating fund represents the accumulated profits and losses from operations of the AMS over its history. It is increased (or decreased) annually by the net income (or loss) from the operation of AMS services and commissions. Over the years the Society has appropriated funds for specific services or projects. These are known as reserves and are disclosed in the equity section of the balance sheet. Finally, the AMS has established internally restricted funds to handle the flow of money through projects outside normal operations

Financial Statement Guide

money through projects outside normal operations (the Accessibility Queen's Fund, Advantage Fund, Health and Dental Plans Fund, and the Student Centre Fund). The reported balance represents the amounts segregated by the AMS to be used for those specific purposes.

STATEMENT OF OPERATIONS

The statement of operations provides a summary of the revenues and expenses for a corporation for a given period.

For the year-ended April 30, 2011, the AMS reported a net surplus from operations of \$47,993. This figure is broken down further on the schedules of Service, Other Corporate, and Government Revenues and Expenses included in this package. The schedules disclose revenues and expenses by service or commission and arrive at a "net contribution" to the overall surplus of \$47,993 for the year.

STATEMENT OF CHANGES IN NET ASSETS

The statement of changes in net assets provides the continuity between beginning of period fund balances and end of period balances.

The AMS operating fund and net assets invested in capital assets have increased by a combined total of \$47,993 in 2011, entirely attributable to the net surplus from operations during the year.

The internally restricted fund balances have increased by \$2,197,324 in 2011. The Student Centre Fund includes a separate account created in 2010 strictly for the annual student contribution to the capital cost of the Queen's Centre Project (\$141 per student). The addition of \$2,059,528 is being held, as motioned by Assembly in 2009, pending Assembly approval for release.

This leaves a balance in the Statement of Internally Restricted Funds (Accessibility Queen's Funds, Advantage Fund, Health and Dental Plans Fund, and Student Centre Fund) of \$5,093,560 at April 30, 2011.

OTHER RELEVANT DATA

As previously discussed, the financial data included in this package are excerpts from the annual financial statements. Other important data included in the complete financial statements are as follows:

Statement of Cash Flows: This statement discloses those factors which have contributed to an increase in the cash position of the AMS over the past year. Included here are such components as net income, purchases of property, furniture and equipment, collection of accounts receivable, etc.

Notes to Financial Statements: The notes provide a forum for the disclosure of the accounting policies followed by the AMS, and additional details related to items contained in the statements.

Financial Statements

THE ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY INCORPORATED

Balance Sheet

April 30, 2011, with comparative figures for 2010

	2011	2010
Assets		
Current assets:		
Short-term investments	\$7,220,648	\$5,400,750
Accrued interest	\$28,576	\$39,862
Accounts receivable	\$1,226,994	\$1,162,219
Inventories	\$168,925	\$147,159
Prepaid expenses	\$26,452	\$16,953
	\$8,671,595	\$6,766,925
Capital assets		
Less accumulated amortization	\$3,324,764	\$3,127,579
	\$3,308,539	\$2,879,094
	\$286,225	\$248,485
Other Assets:		
Student Loans Program	\$41,470	\$41,230
	\$8,999,290	\$7,057,640
Liabilities and Net Assets		
Current Liabilities		
Bank Indebtedness	\$120,827	\$796,503
Accounts payable and accrued liabilities	\$2,105,178	\$1,740,056
Funds held for Queen's Bands	\$68,930	\$65,902
Funds held for Union Gallery	\$14,232	\$9,370
Funds held for CFRC Radio Club	\$620	\$620
	\$2,309,787	\$2,612,451
Net assets:		
Net assets invested in capital assets	\$286,225	\$248,485
Other reserves- internally restricted	\$250,000	\$250,000
Internally restricted funds	\$5,093,560	\$2,896,236
Operating fund- unrestricted	\$1,059,718	\$1,049,468
	\$6,689,503	\$4,444,189
	\$8,999,290	\$7,056,640

Statement of Operations

THE ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY INCORPORATED

Schedule of Service Revenues, Expenses and Interfund Transfers

Year Ended April 30th, 2011, with comparative figures for 2010

	2011				2010			
	Revenue	Expenses	Interfund Transfers	Net Contribution	Revenue	Expenses	Interfund Transfers	Net Contribution
CFRC	\$144,786	\$163,152	\$ -	(\$18,366)	\$136,304	\$155,791	\$ -	(\$19,488)
Common Ground Coffee House	\$1,036,032	\$1,005,266	\$56,667	(\$25,901)	\$725,593	\$754,956	\$55,000	(\$84,363)
Convocation Services	\$54,047	\$26,944	\$ -	\$27,103	\$40,023	\$25,360	\$ -	\$14,663
Food Bank	\$16,416	\$15,433	\$2,200	(\$1,217)	\$18,705	\$16,932	\$2,200	(\$427)
Publishing and Copy Centre	\$474,899	\$383,061	\$21,167	\$70,671	\$464,883	\$433,360	\$22,000	\$9,523
Queen's Journal	\$325,623	\$280,215	\$31,417	\$13,991	\$271,681	\$302,399	\$31,000	(\$61,718)
Queen's Student Constables	\$310,394	\$326,237	\$2,000	(\$17,843)	\$282,809	\$239,542	\$2,000	\$41,266
Queen's TV	\$40,552	\$49,273	\$3,183	(\$11,904)	\$43,567	\$50,325	\$3,600	(\$10,358)
The AMS Pub Services	\$1,503,988	\$1,440,771	\$61,000	\$2,217	\$1,375,718	\$1,269,003	\$61,000	\$45,715
Tricolour Outlet	\$1,314,523	\$1,303,007	\$60,083	(\$48,567)	\$1,661,650	\$1,685,398	\$53,000	(\$76,749)
Tricolour Publication Services	\$263,180	\$261,639	\$8,542	(\$7,001)	\$259,434	\$252,974	\$11,250	(\$4,490)
Walk-home Service	\$379,731	\$369,388	\$2,600	\$7,743	\$359,805	\$319,086	\$2,600	\$38,119
	\$5,864,172	\$5,624,387	\$248,858	(\$9,074)	\$5,640,170	\$5,505,126	\$243,650	(\$108,606)

Schedule of Other Corporate Revenues, Expenses and Interfund Transfers

Year Ended April 30th, 2011, with comparative figures for 2010

	2011				2010			
	Revenue	Expenses	Interfund Transfers	Net Contribution	Revenue	Expenses	Interfund Transfers	Net Contribution
A.M.S General Office	\$1,786,984	\$1,891,927	(\$126,167)	\$21,224	\$1,762,085	*\$1,826,340	(\$112,000)	*\$47,745
Board of Directors	-	\$29,778	(\$90,000)	\$60,222	-	\$51,081	(\$90,000)	\$38,919
Communications Office	\$48,809	\$46,474	\$ -	\$2,335	\$48,268	\$44,851	\$ -	\$3,417
Human Resources Office	\$62,901	\$57,387	\$ -	\$5,514	\$59,894	\$55,747	\$ -	\$4,147
Information Technology Office	\$148,350	\$107,350	\$ -	\$41,000	\$167,262	\$123,302	\$ -	\$43,960
Student Centre Office	\$2,013	\$44,118	\$ -	(\$42,104)	\$783	\$23,936	\$ -	(\$23,153)
Marketing Office	\$30,519	\$17,784	\$ -	\$12,735	\$ -	\$ -	\$ -	\$ -
Sustainability Office	\$55,325	\$40,382	\$ -	\$14,944	\$33,471	\$35,054	\$ -	(\$1,583)
	\$2,134,902		(\$216,167)	\$115,869	\$2,071,763	*\$2,160,311	(\$202,000)	*\$113,454

* These numbers appeared incorrectly in the print version of the Annual Report. The editor apologizes for the error.

Statement of Operations (cont'd)

THE ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY INCORPORATED
Schedule of Other Government Revenues, Expenses and Interfund Transfers
Year Ended April 30th, 2011, with comparative figures for 2010

	2011				2010			
	Revenue	Expenses	Interfund Transfers	Net Contribution	Revenue	Expenses	Interfund Transfers	Net Contribution
Academic Affairs Commission	\$41,117	\$35,511	-	\$5,606	\$38,362	\$33,362	-	\$4,878
Assembly	\$34,823	\$13,718	-	\$21,104	\$85,568	\$9,926	-	\$75,652
Campus Activities Commission	\$434,235	\$527,709	-	(\$93,474)	\$420,436	\$437,752	-	(\$17,316)
Internal Affairs Commission	\$125,043	\$106,818	-	\$18,225	\$118,526	\$119,490	-	(\$964)
Municipal Affairs Commission	\$68,289	\$71,266	-	(\$2,977)	\$61,052	\$55,024	-	\$6,028
O.U.S.A	\$37,996	\$42,525	-	(\$4,529)	\$41,089	\$44,196	-	(\$3,107)
Social Issues Commission	\$70,474	\$79,040	-	(\$8,566)	\$61,574	\$64,908	-	(\$3,334)
Vice-President University Affairs	\$7,700	\$1,892	-	\$5,808	\$5,500	\$7,589	-	(\$2,089)
C.A.S.A	-	-	-	-	\$5,696	\$4,590	-	\$1,106
	\$819,677	\$878,479	\$-	(\$58,803)	\$837,803	\$776,960	\$-	\$60,844

Excess of Revenue over expenses (expenses over revenue), net of interfund transfers-general) \$47,990 \$ 2,197,324 \$2,245,314 \$65,690 \$1,157,416 \$1,223,106

Statement of Changes in Net Assets
Year Ended April 30th, 2011, with comparative figures for 2010

	Net Assets invested in capital assets	Other reserves	Internally restricted funds	Operating fund	2011 Total
Balances, beginning of year	\$248,485	\$250,000	\$2,896,236	\$1,049,468	\$4,444,189
Excess of revenue over expenses (expenses over revenue) net of interfund transfers	(\$159,445)	-	\$2,197,324	\$207,435	\$2,245,314
Net change in investment in capital assets	\$197,185	-	-	(\$197,186)	-
Balances, end of year	\$286,225	\$250,000	\$5,093,560	\$5,093,560	\$6,680,503
	Net Assets invested in capital assets	Other reserves	Internally restricted funds	Operating fund	2010 Total
Balances, beginning of year	\$307,827	\$250,000	\$1,738,820	\$1,738,820	\$3,221,083
Excess of revenue over expenses (expenses over revenue) net of interfund transfers	(\$181,652)	-	(\$1,157,416)	\$247,342	\$1,223,106
Net change in investment in capital assets	\$122,310	-	-	(\$122,310)	-
Balances, end of year	\$248,485	\$2,896,236	\$2,896,236	\$1,049,468	\$4,444,189

Statements of Changes in net assets

THE ALMA MATER SOCIETY OF QUEEN'S UNIVERSITY INCORPORATED

Schedule of Internally Restricted Funds

Year Ended April 30th, 2011, with comparative figures for 2010

	2011			2010		
	Balance, beginning of year	Excess of revenue over expense (expense over revenue) net of interfund transfers-general	Balance, end of year	Balance, beginning of year Expenses	Excess of revenue over expense (expense over revenue) net of interfund transfers-general	Balance, end of year
Accessibility Queen`s Funds	\$82,773	\$19,566	\$102,339	\$223,886	(\$141,113)	\$82,773
Advantage Fund	\$187,208	\$198,518	\$385,726	(\$115,352)	\$302,560	\$187,208
Health and Dental Plans Fund	\$1,087,6560	(\$80,288)	\$1,007,362	\$1,159,541	(\$71,891)	\$1,087,650
Student Centre Fund	\$1,538,605	\$2,059,528	\$3,598,133	\$470,745	\$1,067,860	\$1,538,605
	\$2,896,236	\$2,197,324	\$5,093,560	\$5,093,560	\$1,157,416	\$2,896,236

Your Society 2010-2011

Executive

President Safiah Chowdury	Vice-President (Operations) Ben Hartley	Vice-President (University Affairs) Chris Rudnicki
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Council

Academic Affairs Commissioner Kieran Slobodin	Campus Activities Commissioner Lara Therrien-Boulos	Commissioner of Internal Affairs Calum MacBeth	Municipal Affairs Commissioner Hilary Windrem	Social Issues Commissioner Daniella Dávila Aquije
Retail Services Director Ashley Eagan	Hospitality & Safety Services Director David Chou	Media Services Director Sarah Kwong		

Officers, Permanent Staff & Board of Directors

Communications Officer Andrea McPherson	Human Resources Officer Jamie Harshman	Information Technology Manager Cenk Aytimur	Marketing Officer Calum Mew	Student Centre Officer Stephen Pariser	Sustainability Coordinator Jodi Rempel
Clubs Manager Josie Qui	Judicial Affairs Director Brandon Sloan	Orientation Roundtable Coordinator Sacha Gudmundsson	Board of Directors Chair Alex Lawrence		
General Manager Annette Bergeron	Information Officer Greg McKellar	Retail Operations Officer John McDiarmid	Administrative Assistant Nancy Warnica	Controller Rodney Myers	Accounting Assistant Janice Kirkpatrick
Journal Administrative Assistant Gabe King	CFRC Operations Officer Kristiana Clemens	CFRC Business Manager Irina Skvortsova			

Service Management

The Publishing & Copy Centre <i>Head Manager</i> Jeff Heenan <i>Assistant Managers</i> Gracie Goad Amy Martin Manpreet Chohan	Tricolour Outlet <i>Head Manager</i> Katrina Keilhauer <i>Assistant Managers</i> Blythe Hubbard Nick Cornish Rachel Pilc Ryan O'Brodovich Veronica Lee	Common Ground <i>Head Manager</i> Tristan Lee <i>Assistant Managers</i> Anne-Marie Beliveau Samantha Guertin Jamie Lemmex Adrian Churcher Annie Dearden	The AMS Pub Services <i>Head Manager</i> Jay Deslauriers <i>Assistant Managers</i> Lauren Black Alex Steele Fay Yachetti Gill McRae Sara Melvin Emily Rosen Meagan Hamilton	Queen's Student Constables <i>Head Manager</i> Nicholaas Jonkman <i>Assistant Managers</i> Karley Bureau	Walkhome <i>Head Manager</i> Victoria Harrison <i>(Night-Co's)</i> Kevin Edwards Victoria Beal Emily Steer Robin Johansson Jack Sullivan
CFRC 101.9FM <i>Music Programming Manager</i> Michael Morreale <i>Spoken Word Programming Manager</i> James Goddard	Queen's Journal <i>Editor-in-Chief</i> Tyler Ball <i>Business Manager</i> David Sinkinson	Queen's TV <i>Executive Producer</i> Dan Szczepanek	Tricolour Publication Services <i>Head Manager</i> Joanna Dineva <i>Publications Manager</i> Garrett Duncan		

Cha Gheill!

