

Team Approach

Team CBW consists of Kanivanan Chinniah for President, Kyle Beaudry for Vice-President (Operations) and Catherine Wright for Vice-President (University Affairs). As a team, we comprise a variety of Queen's experiences, skill sets and expertise that make us strong candidates for the positions of AMS Executive. While our experiences may differ, our passion for making Queen's a better place for all students does not.

The decision to run for AMS Executive was not made overnight. We are committed to enhancing the Queen's experience, and a common theme amongst the three of us is our natural ability to accomplish our goals. Team CBW believes that decision making must be collaborative, and we are committed to making the AMS more accessible to Queen's students. At the end of the day, it is not just our Queen's experience we hope to shape - it's yours.

Team CBW wants the AMS to be proactive rather than reactive when it comes to communicating decisions that impact your experience as a Queen's student. Although there are challenges ahead, we are prepared to tackle them head on and represent students. We believe in creating an environment that allows all undergraduate students to contribute to shaping the future of their alma mater.

Within the next four years an additional 4,000 students will attend Queen's. As such, crafting an AMS that is prepared for enrolment increases is a focal point of our team's approach for the year ahead of us. As students, we live in an area of constrained resources, and tough decisions need to be made to adapt to this changing landscape. Team CBW will work collaboratively with the University to ensure that student interests are defended - crucially the sustained quality of our education and adequate support services.

Many of our traditions are being put to the test. While there are challenging decisions that need to be made, we believe that these tough decisions are best made together. The most difficult decision is not always the easiest one, and we are committed to putting student priorities first.

The philosophy of consultation and accessibility have manifested into the five pillars of our platform, which we believe serves as our vision for the future of the AMS:

1. Services & Support
2. Broader Learning Environment
3. Accessibility & Accountability
4. Student Advocacy
5. Health, Wellness & Safety



Our platform is not exhaustive, and is by no means our only guiding document for the year. During the campaign, and long after it, we are committed to listening to you. Whether it be a new idea, your concern, or feedback, we want to hear it. Together, we can work to build and shape the future of the AMS, but it's up to you to help us take the first step.

Cha Gheill,
Kanivanan, Kyle and Catherine

PILLAR 1: SERVICE & SUPPORT

Team CBW recognizes that one of the fundamental reasons the AMS exists is to provide services and support for students. We want to make sure that each and every service is delivering value. By evaluating our bus service, keeping track of how busy the ARC is, or improving the flexibility of your student card, we want to enhance the student experience.

Bus Service Evaluation

Team CBW is committed to evaluating the level of service that Queen's students receive from the Bus-It program. Moving forward, students will contribute a higher fee to the Bus-It program, and as such, Team CBW believes that the AMS and Kingston Transit should work to improve the student ridership rate.

As part of the Bus-It program, Kingston Transit provides Route 17, Route 18, and will provide a new route connecting Main and West Campus with the Isabel Bader Centre. Route 17 is crucial to connecting West and Main campus after hours. From talking to various stakeholders, Team CBW feels that the ridership rate of Route 17 is fairly low.

Team CBW will perform a comprehensive consultation with students to look at tinkering with Route 17 to improve its ridership rate. Team CBW will collect feedback to determine the most feasible option for the bus. We plan to consider various options with students through a survey, and then put it forward to the city. Options may include:

- Route 18: Extended Sunday night bus shuttle from the train and bus stations
- Creation of a Main Campus-University District-West Campus Shuttle after hours
- Other alternatives

Key Takeaways:

- We will work with Kingston Transit to improve the ridership rate on their current bus lines.
- Team CBW will evaluate the options above for Route 17 to determine the bus route that best represents student needs.

ARC People Counter

With a growing number of students on campus, Team CBW is steadfast about ensuring that students are able to utilize the same quality of resources at the same frequency. We will work with Athletics & Recreation to assess the feasibility of using people-counting technology at the gym, so that you can check how busy it is before deciding when to go. This may be communicable via their website, as well as posted on the televisions in the Queen's Centre near the ARC entrance. We have started preliminary discussions with Athletics & Recreation, who believe that the idea holds merit in order to even out their traffic.

Key Takeaways:

- We will work with Athletics & Recreation to ensure that an ARC People Counter accurately informs all students what the current utilization rate is in the gym.
- Team CBW is committed to making the information accurately available to students through the use of TV screen in the Queen's centre.

Customer Service Audit

The AMS runs a multitude of services that cater to a variety of student needs. Within each of these services, the management teams work tirelessly and diligently to ensure that they are interacting with every customer. This is no easy feat, and Team CBW would like to seek out best practices from across services and provide education on common practices to be implemented. Team CBW wants to conduct a Customer Service Audit across all services to ensure standards are upheld. We believe that a Customer Service Audit will provide insight into how students derive value.

Key Takeaways:

- Team CBW will ensure that customer service standards across all of your services accurately reflect your needs. We will make adjustments as necessary based on the data collected.

Expanded Seating at Common Ground

The Common Ground Coffeehouse has become a mainstay of the Queen's student experience. In recent years, Common Ground has seen impressive growth in sales and the introduction of a variety of new options. The growth of the service, coupled with the growth of the student body, present a unique opportunity for Common Ground. Team CBW believes that the seating arrangement at Common Ground can be optimized to create as much space as possible for students to find a place to sit and study or catch up with friends. Team CBW proposes bar-style seating along the wall of Common Ground.

Team CBW plans to explore the option of a bar that is affixed around the wall of the building, which we recognize would require further approval from the Student Life Centre and other decision making bodies within the University. The second option which Team CBW plans on exploring is transportable furniture that does not need to be anchored to a particular place on the wall. With this option, Team CBW would purchase bar style seating that can be easily moved around the space.

Team CBW has a plan to utilize the Student Centre Fund, which is underneath the direct purview of the Vice-President Operations and the Student Centre Officer. The AMS is directly accountable for the Student Centre Fund, which can be used for renovations of spaces up to \$400,000. Ultimately, Team CBW believes that this is a feasible option which will help address the lack of study space on campus and bring more students the service we all know and love.

Key Takeaways:

- Team CBW plans to insert bar-style seating on the along the south wall of Common Ground to allow for higher occupancy.
- More seating at Common Ground provides increased opportunities to study on campus, and allows students to interact with the service.
- Increased seating at Common Ground could facilitate a higher revenues to the service's bottom line.

Enhancing the Value of Your Student Card

Team CBW is committed to enhancing the value of your student card on campus. Relative to many other universities, Queen's is off-pace in terms of how we are able to use our student cards. The administrative fee that is attached to student card payments has historically been very high. However, Team CBW is aware that this fee is coming up for re-negotiation, and we are committed to pursuing increased value for students given our expanding campus.

A meal plan on campus is split into two pieces, direct meals and meal equivalencies. In the past, there has been issues regarding tax on meal equivalencies. The past regulations have required tax on everything above the \$8.75 meal equivalency. This situation, coupled with high administrative fees, has not been conducive to student card payments at campus services. However, the Canadian Revenue Agency (CRA) released a clarifying statement to stipulate what constitutes a meal and is exempt from tax. This clarification has now left all payments by student card subject to tax, and as a result, it leaves open the possibility for students to pay for items at the Queen's Pub or Common Ground Coffeehouse on their Queen's account.

Moving forward, we want to look at the value proposition for members and determine whether or not it is feasible. While team CBW recognizes that it will be a challenge to negotiate administrative fees associated with more payment options, we recognize that we are in a unique position to improve the usability of our student cards. Students deserve to have equal access to all of their campus services, and Team CBW is committed to facilitating easier methods of payment.

Key Takeaways:

- We believe that it's time for Queen's students to derive more value out of their student cards.
- Team CBW is looking into a cost-benefit analysis of pursuing this option. A more flexible student card could facilitate greater interaction between students and their AMS services.

Resource Briefs for Faculty Societies

All nine Faculty Societies on campus help make the AMS strong and unique, and Team CBW believes that they should be better equipped on the resources that the AMS can provide. Specifically, Team CBW would like to provide AMS Resource Briefs to leaders within all Queen's Faculty Societies. Within the Commission of Internal Affairs, Team CBW will work to create a distributable piece of literature that informs faculty societies about the resources the AMS can provide in terms of club ratification and AMS support. At the end of the day, we all attend the same school, and we should be working collaboratively to ensure that clubs and groups are being ratified under the appropriate umbrella. This will help avoid an instance where a club is unable to take advantage of partnering with the AMS because faculty societies are less familiar with their internal workings. Faculty society leaders are experts with their own mechanisms, and they need the tools at their disposal to refer ideas and initiatives to the overarching student government at Queen's.

Key Takeaways:

- Team CBW plans to distribute AMS Resource Briefs for Faculty Societies through the Commission of Internal Affairs.
- Resource Briefs will allow for greater distribution of information and give Faculty Societies greater access to the AMS. It will facilitate greater interaction amongst faculties and avoid duplications.

Insurance Information Packages for AMS Clubs

All AMS Clubs are currently insured under the AMS's comprehensive insurance policy. Team CBW wants to ensure that leaders within these clubs understand what they are and are not liable for. Operating within this 'grey area' can be dangerous and may put club leaders in vulnerable situations. After consultation with a variety of clubs on campus, we found that the AMS has, in the past, not been entirely clear with expectations surrounding insurance and event sanctioning.

Team CBW is committed to the performance and well-being of the over 300 clubs within the AMS. Given the heightened concentration on insured events and complex legal coverage, Team CBW believes that all AMS clubs should receive consistent messaging regarding the process for event sanctioning. In order to ensure that every club is aware of what events are covered under the AMS insurance policy, we will create insurance briefs through the Clubs Manager in the Commission of Internal Affairs. These briefs can be directly communicated through the Clubs Manager, and can serve as a focal point for the broader understanding of the AMS' insurance policy.

Team CBW believes that clubs are the lifeblood of student life. Clubs provide meaningful out of classroom experiences for their members, and club executives work very hard with very little recognition to build a better university community for all students. We believe that the AMS should encourage initiative, responsible risk-taking, and guarantee the autonomy of student clubs under the AMS. Team CBW opposes the corporatization of club management within the AMS. While we believe in setting clear rules to ensure liability concerns are addressed, we want to encourage clubs to pursue their initiatives with minimal interference from the AMS.

Key Takeaway:

- Team CBW will work with the Clubs Manager to draft a letter of understanding between AMS and all clubs regarding their coverage in order to inform and protect them from potential liability issues.
- Allowing clubs to have a better understanding of what is particularly covered reduces the risk of liability due to misinformation.

PILLAR 2: THE BROADER LEARNING ENVIRONMENT

Team CBW is committed to enhancing the broader learning environment for all Queen's students. Whether it be the creation of more study space on campus, fostering a supportive Orientation Week, or a workshop that educates students on their transition out of first year, we are focused on enhancing the student experience.

More Study Space on Campus

As students Team CBW is fully aware of the constraints faced by students who elect to study and work on campus. We recognize that it is often difficult for students to find a spot to study. This is challenging given the resources we currently have on campus, and with the libraries being at full capacity during exam season.

Along with the introduction of higher capacity seating at Common Ground, Team CBW plans to open up an AMS Study Hall during December and April. This past December, the Student Life Centre opened Wallace Hall as a study space during the exam period. We support this initiative and intend to continue it. We will also examine the possibility of opening McLaughlin Hall for students as a study space during the exam period. These rooms can have tables and chairs to offer students two additional places to study on campus during exam season.

The search for available study space on campus will also include any findings from an analysis that is currently being conducted by the AMS. Team CBW supports this initiative and will continue to see this analysis through and put its findings to use. Team CBW will also move to repurpose any space that is not being used efficiently.

Key Takeaway:

- Plain and simple, Team CBW wants to give you more areas to study on campus.
- We will make AMS Study Hall available during both the December and April exam periods a priority.
- We plan to utilize the data resulting from the upcoming analysis of available space on campus.

Increased Support for 1st-2nd Year Transition

Recognizing that the majority of undergraduate students choose to spend their first year in Residence, Team CBW is committed to supporting students in their transition between living in residence to living in the University District. As issues with tenant-landlord relations and property standards persist, the AMS should continue to educate students on our tenancy rights. Moreover, the challenges involved with living with housemates can be substantial. Engaging more students on the discussion, Team CBW is interested in implementing a workshop series for second year students, focusing on these issues as well as goal setting for the remainder of your degree. This may be modeled as a week-long series of events, and geared towards first year students in second semester. We propose these to focus on:

- Living with Housemates and Conflict Management
- Tenant Rights and Property Standards
- Transitioning from the Cafeteria to the Kitchen

Key Takeaway:

- We are committed to easing the transition from first-year to second-year by facilitating a workshop series that introduces students to life in the University District.
- There are many specific areas, such as tenant rights, that the AMS can continue to work to ensure that students are informed.

Facilitating a Collaborative & Supportive Student-Run Orientation Week

As Queen's students, we are incredibly passionate about our events and long-standing traditions; they are something that makes us unique and speaks to the character of our school. Together, we must ensure that welcoming all new students is in line with The Spirit of Responsibility. CBW supports the autonomy that is given to the organizing groups within Faculty Societies, as well as the Orientation Roundtable (ORT). It is ultimately this autonomy that allows students to come up with new, unique ways to welcome students to the Queen's community. Both of these groups put in tireless amounts of work to pull off an incredible Orientation Week, and Team CBW is committed to supporting them for Orientation Week 2015.

Over the past few years, there has been an increased amount of supervision and attention given to Orientation Week by University administrators. The Senate, and the Senate Orientation Activities Review Board (SOARB), as well as academic deans have collectively taken a more hands-on approach managing the week. Team CBW understands the rationale for further administrative involvement, however, we believe that oversight over the logistical details and events during the week should reside within the respective Faculty Societies. While there are larger issues at play during Orientation Week, CBW is committed to ensuring that the standards set by the Senate Orientation Activities Review Board are clearly outlined well in advance, and that the SOARB Policy & Procedures Manual be reviewed thoroughly at an information session. Team CBW acknowledges that there are areas for improvement for Orientation Week, and we recognize the fact that there are certain cultural issues that need to be addressed. As such, we aim to serve and support ORT and the respective Faculty Societies to the best of our ability should issues arise. Students need to enforce the change and it must come from the top-down. CBW believes that a culture shift must come from within, and that over-reaching enforcement from administration will not lead to the most productive change or conducive environment for discussion.

Key Takeaway:

- Team CBW wants to keep orientation week student-run, while balancing the opinions and needs of a variety of stakeholders on campus.
- We are committed to orchestrating a safe and inclusive week that welcomes all incoming students.

Experiential Credit

In the increasingly competitive post-graduation environment, post-undergraduate programs and workplaces are looking more closely at cumulative GPAs to assess student quality. As a consequence, students are disincentivized from taking electives in courses outside their degree program that they may be interested in, due to the potential drop in GPA.

Far too often, students do not get the opportunity to explore diverse academic paths because the academic costs are too high. Team CBW believes that students should be encouraged, not penalized, for taking courses that interest them outside their program. The true spirit of university life is to encourage risk-taking and diverse courses in a student's academic record. Towards this end, we propose the introduction of an experiential credit to be graded on the basis of pass or fail.

We will work with the Faculty Societies to implement this throughout the University.

Key Takeaway:

- Team CBW recognizes that students are concerned with their GPA, and may be discouraged from enrolling in courses for which they have a genuine interest.
- We plan to introduce an experiential credit, which will allow students to take pass or fail courses outside of their typical field of study.
- The creation of an experiential credit will allow students to graduate with a higher cumulative GPA and a more diverse academic experience.
- We recognize that there needs to be some limitations on the extent of this program, including restrictions on courses that can be counted towards experiential credits, and the number of units of experiential credits that a student can take.

Clear Credit Mobility

In the changing and growing landscape of undergraduate education in Ontario, more students are seeking to transfer credits from different institutions. Whether deciding to change programs, taking courses at other universities for geographical or family reasons, or enhancing your degree with an academic experience abroad, we believe in effective transfer pathways between post-secondary institutions.

Team CBW recognizes that credit transferability is important to students, and can be a large stressor in some cases. We will advocate for higher credit mobility, alongside smoother credit transfer processes and communication to students. We will lobby for a database of all courses in other Canadian institutions that have been accepted for transfer credit at Queen's, similar to the Dalhousie University's Transfer Credit Equivalency Database.

Team CBW recognizes that as courses change in their requirements, the University should reserve the right to not accept a transfer credit if course requirements change. Therefore, this database would only serve as an informational resource for students.

Our position on the topic will be informed by the lobbying stances of the Ontario Undergraduate Student Alliance, which include:

- Transparency
 - Students should be offered an explanation if courses fail to transfer
 - Students should be able to appeal credit transfer decisions to a higher authority
- Consistency
 - Queen's should recognize any first or second year level course completed at another Ontario university
 - Where possible, these credits should count specifically towards a student's program of study (given that the minimum grade requirement is met)
- Student Support
 - Credit transfer fees should be removed and covered by existing ancillary fee regulations

Source: Camman, Richard; Hamade, Stephane & Zhou, Amy. "Student Mobility & Credit Transfer Pathways." October 2014: Ontario Undergraduate Student Alliance. <http://www.ousa.ca/wordpress/wp-content/uploads/2015/01/Mobility-and-Credit-Transfer-Pathways.pdf>

Key Takeaway:

- Transparency, consistency and student support are vital pillars to our position on credit mobility.
- Team CBW plans to advocate for higher credit mobility for all Queen's students. We are incredibly passionate about pushing the envelope to remove credit transfer fees.

Richardson Stadium Development

In December, the Board of Trustees approved a project, primarily funded by external donors, to revitalize Richardson Stadium. This \$20.27 million project will lead to a first class facility of its kind in Ontario. Team CBW recognizes the importance of supporting our athletic initiatives and athletic programming, and we support the Richardson Stadium revitalization project.

In the spirit of the Initiative Campaign, and in the run up to the 175th anniversary of Queen's University, Team CBW also firmly believes that formal student input is essential in the development of this facility. We will work with the SGPS and the Administration to formalize student representation on the Richardson Stadium Working Group.

Key Takeaway:

- Team CBW supports the redevelopment of Richardson Stadium. We are committed to ensuring student input is taken into account throughout the development process.

ReUnion Street Festival

This year, the AMS Executive implemented the ReUnion Street Festival during homecoming weekend. This event added an element of student programming to orientation week and was well received by the student body and alumni alike. This year, the AMS funded the ReUnion Street Festival from the Advantage Fund, an AMS internally restricted fund. The Advantage Fund exists to support one-time student initiatives that benefit the student body. The AMS Municipal Affairs Commission's appeal to the Ontario Municipal Board (OMB) on the electoral boundary realignment in 2013 was funded by the Advantage Fund.

Team CBW believes that elements of student programming augment our Homecoming traditions. However, we believe that the AMS should consistently seek partnerships from all stakeholders and sponsors to ensure that the ReUnion Street Festival is financially self-sustaining. Team CBW believes that financial self-sustainability can be achieved through various partnerships in the next few years, and gradually reduce our reliance on student money to fund the Festival.

Key Takeaways:

- Team CBW is committed to a student-driven ReUnion Street Festival Committee to ensure students can craft the experience they are looking for.
- We are focused on achieving financial self-sustainability for the event in the coming years in order to gradually reduce the dependency on student money.

PILLAR 3: ACCESSIBILITY & ACCOUNTABILITY

Team CBW is focused on creating an accessible and accountable AMS for all Queen's students. We want the AMS to become an integral part of every student's experience, and this all begins with AMS recruitment. Additionally, Team CBW is committed to achieving financial accountability through specific budgeting goals.

AMS Recruitment

The AMS offers a diverse range of job and volunteer opportunities. These positions assist in delivering services and programming to students at large, and offer an experiential learning opportunity for the students who hold these jobs.

Team CBW believes that the AMS works best when it serves the diversity of students at Queen's. Team CBW firmly believes that the AMS should hire applicants based on their potential to learn and grow in their role in line with the AMS's "no experience necessary" policy. Towards this end, we are committed to working with both the Human Resources Office and the Marketing & Communications Office to implement a broader recruitment strategy to expand the applicant pool for both our government and corporate positions.

Team CBW will organize a concerted recruitment effort targeted at all students with the Marketing Street Team in the Marketing & Communications Office.

Key Takeaway:

- Team CBW believes that a coherent recruitment strategy requires a coordinated push from both the Marketing & Communications Office and the Human Resources Office.
- Multiple job fairs will be replaced by a larger job fair with a focus on increasing attendance through marketing.

Financial Accountability

The current financial structure of the AMS is divided into a government and corporate spheres. In addition, there are several internally and externally restricted funds that are used for a variety of purposes. The government side uses a zero-based budgeting policy to ensure that offices and commissions can account for every dollar spent. The commissions should be spending within their means, and their budgets are a direct link to their goal plan. Together, budgets and goal plans serve as an operational and financial road map for the commission's year ahead.

Team CBW will cap commission and office spending growth to inflation, which ensures that we are only expanding spending based on the added specific fee from inflation. We will also ensure that our programs and services that are funded by student money spend all money that is allocated. CBW believes that allocated student dollars must be put to good use, and should not be left over at the end of a school year.

Team CBW does recognize that there are certain instances where students will demand more programming from their AMS, and therefore any additional spending or programs will need to be explicitly approved by either the Assembly Finance Committee or the Board of Directors Finance, Audit & Risk Committee in accordance with their respective policies.

Key Takeaways:

- Team CBW wants to ensure that commission and office budgets have spending growth that is capped to inflation, to prevent cases of unallocated student dollars at the end of the year.

Budget Transparency

Team CBW strongly believes that every student is entitled to know how their money is being spent. We will make all commission and office budgets public and accessible to the student body, with the appropriate explanations for spending decisions. Queen's students need to know how their money is being allocated, and publicly releasing budgets helps make the AMS a financially transparent organization. Following the successful completion of the budgeting process in June and July, Team CBW is committed to releasing all commission and office budgets through the AMS website.

However, Team CBW recognizes the limitations of making certain Corporate Budgets publicly accessible, as access to our corporate financial practices would give our competitors insight into our business practices. However, we are committed to ensuring that all students who want to will be able to attend the open session of the Board of Directors, where the budgets are deliberated.

Key Takeaways:

- Explore the idea of commission and office budgets being public and readily accessible for students to hold the AMS accountable.

PILLAR 4: ADVOCACY

Team CBW knows that it often takes more than one person to speak up, and we are committed to advocating for you about the issues that matter most.

Peer Support Centre

As university students, we face enormous pressures academically, socially, financially and otherwise, which may at times render it difficult to take care of ourselves. Growing conversations on campus surrounding mental health are helping to destigmatize mental illnesses. We are committed to reducing stigma and ensuring that those in distress are encouraged to seek the support they deserve.

The Peer Support Centre offers a great complement to professional counselling services, and has seen an increase in usage this year. As the service that continues to be increasingly frequented by students, it will be important to ensure it provides the highest quality experience possible. Team CBW recognizes the importance of the PSC's approach to discussing mental health rather than mental illness, and emphasizing self-care. Our team will pursue:

- SafeTALK sessions for students at large, provided free of charge
 - These sessions will not only be practical for understanding indicators of risk for self-harm or suicide, but how to support your friends and be a better ally to those struggling with mental health concerns/life stressors. Overall, SafeTALK training contributes to a burgeoning campus culture of stamping out the stigma surrounding mental illness.
- A review of the PSC's capacity for potential expansion
 - With an increase in usage, the PSC may potentially benefit from an additional office space.
- Increased training emphasis on cross-cultural transitions
 - In line with ensuring an intersectional approach to the PSC's service provision, we will examine the possibility of extended training for volunteers on cross-cultural transitions, and the unique challenges that international students may face at Queen's.

Key Takeaways:

- Team CBW wants to enhance the Peer Support Centre by providing SafeTALK sessions for students at large.
- We are committed to reviewing the PSC's capacity for potential expansion and increasing training on campus for students needing help with cross-cultural transitions.

Sexual Assault

Team CBW believes that our campus should be a welcoming community for all students. We recognize that rape culture persists on our campus, and there is much work to be done to ensure that victims of sexual assault feel safe and supported.

As we await the university's interim protocol on sexual assault to be provided by the Sexual Assault Prevention and Response Working Group, as a student government we should collaborate further with student groups to facilitate impactful campaigning on consent and sexual assault prevention. Moreover, we are committed to engaging more students in the conversation of support services for victims of sexual assault, and finding ways to break down the barriers to accessing them. Team CBW proposes two options for additions to the Social Issues Commission to increase our focus in this area:

1. Educational Campaigns Manager

On our campus, equity groups and campaigns are largely decentralized, though much collaboration exists. Team CBW sees the value in striking a new position within the Social Issues Commission to facilitate more widespread campaigning and build upon existing alliances within equity-based groups on campus.

2. Consent Queen's

Alternatively or in tandem with the above, we propose to strike a committee mandated to provide and promote spaces for discussion against domestic/sexual violence and gender-based oppression. The committee would also be a valuable body for researching and meaningfully informing policy at the AMS and university levels.

University Finances

Team CBW recognizes the financial pressures faced by post-secondary institutions. We are acutely aware of the financial challenges facing the University, and we support moves to control costs throughout the University without affecting service delivery to students. Team CBW firmly believes that students should not pay higher tuition and fees because the University cannot control their costs.

We believe that the University Budget should include an element of student consultation. This can only be done when the AMS indicates a willingness to collaborate with the University in optimizing our resources. Team CBW intends to be collaborative and clear with the University in all matters concerning the budget.

Key Takeaways:

- The University should control its costs so students are not burdened with increased tuition without additional value.
- Team CBW intends to work closely with the University to ensure the optimization of resources.

PILLAR 5: HEALTH, WELLNESS & SAFETY

Team CBW prepared to augment student health, wellness and safety with practical and realistic goals to care for our students.

Health & Dental Plan Communication

The AMS Health and Dental Plan provides a wide variety of benefits to students, which includes health, dental, vision and travel. Team CBW would like to utilize the current marketing research survey that was conducted to tailor promotions to what resonates with students. For example, the 'door-handle' campaign for first-year students was very effective in promoting what exactly the plan covers, and it did a great job of creating awareness early on. Team CBW believes that what is available to each and every student should be effectively communicated. Currently, money is allocated towards marketing content such as print advertisements, the website and campaigns. Team CBW wants to build off the data available from this year's research survey to best allocate the Health & Dental Plan's marketing efforts. We are committed to implementing an effective communication strategy that is data driven.

Furthermore, the Health & Dental plan has been posting surpluses over the past few years. Team CBW is committed to working closely with our partners to determine whether or not it is possible to decrease fees given this situation. While we are committed to a strong relationship with our Health & Dental plan partners, we intend on ensuring that the money each student puts into their Health & Dental plan equates to the benefits they know they can receive.

Health & Wellness Centre in the PEC

Team CBW believes that ensuring the physical and mental health of students is essential in ensuring a vibrant campus community. In 2012, the Principal's Commission on Mental Health recommended the integration of health and counselling services in a Health & Wellness Centre in a central and visible campus location. This would also serve to destigmatize the need for mental health and other health services.

As part of the Initiative Campaign, the University listed a Health & Wellness Centre as a priority development. We support movement on a Health & Wellness Centre, and we support repurposing the Physical Education Centre (PEC) as a comprehensive Health & Wellness Centre. The Health & Wellness Centre should include moving Health Counselling & Disability Services (HCDS) to the PEC. We also believe that a Health & Wellness Centre needs to include non-medical health professionals, such as a psychologist and dietician. While these professionals are not covered by provincial medical insurance, the AMS Health Insurance plan covers these services, and we want students to have the option to visit these health professionals.

SERVICE REVIEWS

Hospitality & Safety Services

Common Ground Coffeehouse

The Common Ground (CoGro) Coffeehouse has become a mainstay of the student experience at Queen's. Over the past few years, the service has worked to adapt to the needs of students and cater a variety of different settings. Whether it be a quick snack, late-night coffee or lunch with a friend, CoGro has been able to provide a service that student's value. With efficient and effective service, and an enjoyable atmosphere for students who choose to stay, CoGro has built up a strong reputation for quality on campus.

Throughout this past year, CoGro implemented gluten friendly options at their main location in the Queen's Centre and the Brew in the JDUC. Rather than a bagel, CoGro created a larger sized quinoa salad and a banana loaf. The primary purpose of these options was to accommodate to an even greater variety of students on campus.

Formerly known as CoGro express, the Brew offers drinks, baked goods, soups and pre-made wraps and sandwiches in a smaller location on the first floor of the JDUC. With the addition of bar style seating and an accessible location, the Brew serves as a great extension of a service that many students know and love. In the coming years, the Brew needs to capitalize off of the success of CoGro to fully capture the benefit it can provide to students. Increased promotion of the service and what it can offer should result in higher volumes of traffic. Particularly given the increased level of competition on campus, it's time for the Brew to achieve what it is capable of.

Looking Ahead:

- Lack of available seating at main Common Ground could be hurting the amount the service is generating. What can be done to address the seating issue without causing the service to lose its comfortable 'feel' that it provides to students.
- An integrated marketing and promotion strategy needs to be utilized to help the Brew build on its affiliation and location.
- What can be done to help the Brew compete with the other competitive food services in the JDUC?

The AMS Pub Services (TAPS)

The AMS Pub Services, which is commonly referred to as TAPS, consists of two different services: the Queen's Pub (QP) and the Underground. Both services offer a safe, enjoyable space to eat and drink on campus with friends. QP is widely enjoyed by students for a quick meal or to relax and catch up with friends, and it is revered by the Queen's community.

The Queen's Pub is one of the most successful pubs in the Kingston area. With a variety of menu options and an impressive use of resources, QP is in a strong financial position. The restaurant itself is constrained on resources, with only two deep fryers, two microwave ovens, two panini presses and a large fridge, QP produces over \$600,000 worth of food. Evidently, this task is difficult feat for any restaurant management team. Team CBW will work with the TAPS Management Team and the AMS Retail Operations Officer to develop a vision for The Queen's Pub. While TAPS currently does an incredible job working within the constrained space, Team CBW foresees an issue coming in the next 5 to 10 years with greater student demand.

Formerly known as Alfie's, the Underground was re-born during the 2012-2013 year. With the reintroduced name came large-scale marketing efforts to draw more students to the service. The Underground provides a safe and protected space for students to drink, dance and be with friends. This past year has been a stepping stone for the service, and it went through an entire social media revamp where the management team worked to deliver consistent messaging to the student body. While the underground has not been successful financially in recent years, it serves to provide a social value to students that is in line with the mandate of the AMS. For example, the Underground moved to Thursdays and Saturday night openings this year, which was a move that was based on survey data collected from students. Additionally, the service hosted a successful QPOP music festival in the fall semester.

Looking Ahead:

- Ensuring that student safety at the Underground can be maintained, while still providing a safe, fun and enjoyable atmosphere.
- Carefully positioned marketing of the Underground, which does not focus on a bunch of new initiatives. The pragmatic and long-term approach to the service must be emphasized based on the social value it provides to students.
- Developing a long-term vision for the Queen's Pub that will accommodate the enrolment growth at the school.
- How can we compete with other food services being added to the JDUC if the Queen's Pub doesn't have a plan in place for a full-service kitchen?

Queen's Student Constables (QSC)

The Queen's Student Constables, commonly referred to as 'Stu Cons,' work hard to protect the safety of our students. Since their establishment, the Stu Cons have partnered with TAPS and the Engineering Society to provide their services to the Queen's Pub, the Underground and Clark Hall Pub. They have an important relationship with these services as they serve as the only form of security for students at the venue. The Stu Cons also work a variety of events throughout the year, such as Orientation Week, student-run conferences and Applied Science Formal.

Year over year, there have been issues with the treatment of alumni on homecoming, as they present the biggest challenge for Stu Cons on duty at one of the aforementioned services on campus. Additionally, Stu Cons are living with a stigma attached to their brand based on the negative perceptions students have. In order to directly address, this Team CBW believes that there must be an improved understanding of the Stu Con services. Through education, a re-branded logo and a marketing campaign, the stigma can be avoided. We strongly feel that Stu Cons are an essential portion of the Queen's experience, and we would hate to see external security taking priority over one of our services. The fact of the matter is that Stu Cons are students too, and they know our events better than an external party. As student's, Stu Cons deserve to be treated with respect and Team CBW is committed to educating on a broader understanding of what the service can provide.

Looking Ahead:

- How can we further educate, and promote the true importance of Stu Cons to the study body? Can the perception be changed?
- The lack of employee retention in the service causes a large amount of staff turnover, which creates work for the management team and problems with delivering a consistent service.
- Managing expectations between the Stu Cons and the TAPS management team as well as Clark Hall Pub.

Retail & Design Services

Publishing and Copy Centre (P&CC)

The Publishing and Copy Centre (P&CC) is a consistent surplus-generating service within the AMS. Team CBW commends the management team at the P&CC for a successful year, and recognizes that the service works to provide better value to students than printing services in downtown Kingston. Whether it be help printing off your essay, or getting a book bound, the 40 staff at the P&CC have a strong reputation for the customer service and it has helped develop a brand image of reliability and accessibility. Providing exceptional customer service is their competitive advantage.

A recent trend within the service has been online coded access to textbooks, rather than the distribution of a physical copy. This service is permitted through Access Copyright, which is a licensed program that allows students to obtain electronic copies of a textbook. Due to this online trend, course pack sales have fallen. With online access to class materials, students are coming to the P&CC less often for course book printing. Team CBW believes that the service should explore diversification to prepare for a changing environment in the future.

Moving forward, Team CBW would like to help the P&CC reach out to groups who are seeking to print customized materials. This is an opportunity for the service to capitalize on because it would allow the P&CC to compete against other retailers such as STAPLES. With targeted marketing campaigns, the P&CC could further bolster their portfolio of customized printing materials.

Looking Ahead:

- Team CBW believes that the P&CC needs to continue their focus on maintaining relevancy to the student body with the services they are providing.
- Handling the difficulties of Access Copyright with the creation of online course materials.
- Further bolstering the marketing portfolio to ensure that customized printing is a well-known aspect of the business.

Tricolour Outlet

Ever since it formed as a merger between Tricolour Outfitters, Destinations and the Used Book Store in the 2009-2010 school year, Tricolour Outlet has consistently delivered a valuable retail service for students. Tricolour has had an excellent year to date across all three primary pillars of the service: travel, used books and apparel. The service also offers school supplies, special events tickets and miscellaneous merchandise. Team CBW wants to continue Tricolour's momentum moving forward, specifically through promotional campaigns and product offerings.

Tricolour Outlet's travel segment is growing, particularly through their airport shuttle service and the Tricolour express, which is very popular on specialty weekends such as Thanksgiving. Partnerships with third party groups to offer chartered busses also add to their revenue stream. While these partnerships are not a founding reason for the services growth, Tricolour should continue to pursue chartered options to involve groups on campus. In the past year or two, the service has had some very successful clothing line introductions. However, the market for clothing is becoming saturated, and Tricolour is facing a challenge to constantly innovate their apparel based off data of what student's want. The used books pillar of Tricolour's service is on the decline, due to increasing demand for online learning. With students heading online to access their course content, Tricolour is facing a similar issue to the P&CC. In this case, delivering access to online content is a challenge for the service.

Looking Ahead:

- Recognizing that there are shifting needs for selling used books online, Team CBW wants to actively explore the feasibility of an E-Commerce pilot program.
- Errors in inventory counting have affected the service's ability to accurately manage their product.
- Maintaining relevant and consistent to the student body with their product offerings.

Yearbook & Design Services

Formerly known as Tricolour Publication Services, Yearbook & Design Services (YDS) was re-branded in 2011 to offer more than a student's Yearbook. YDS offers comprehensive design, publication and photo editing services to students, and also an annual agenda. Over the past year, the service has been busy. The graduate photography contact was recently renegotiated with Taylor Studios to include the elimination of a sitting fee. Additionally, YDS has worked to fix the distribution issue of Yearbooks. Rather than distributing the Yearbook's throughout the year with pick-up times, they will also now be handed to students as they graduate. While this does mean that the new turnover time for yearbook production is 8 months, the team at YDS is committed to making this change and is confident that it can be done.

Moving forward, the theme of innovation must continue. The newly re-designed YDS office speaks to the culture which the service embodies, and the type of people it must attract. As a creative service, unique and driven individuals are needed to produce results, and YDS has worked hard to foster a culture of learning and training. Professional training is needed to staff, and Taylor Studios will be conducting 4 tutorials to ensure that YDS employees are equipped with the tools they need.

Looking Ahead:

- Effective management of the new Yearbook distribution timeline, and ensuring that all faculties are adequately satisfied with the current structure of the Yearbook.
- The Yearbook is only the by-product of the service, rather than the focal point. While the spirit of the Yearbook must continue, YDS needs to work to investigate other forms of delivering value to students.
- How can YDS ensure that students aware that these other forms of service are conveyed to students?

Campus Services

CFRC

Established in 1922, CFRC 101.9FM strives to provide unique content to students and the greater Kingston community. With cultural programming, music, varsity sports and topical interest shows, CFRC caters to a diverse target market and works hard to deliver variety. Regulations put in place in 2009 mandated by the Canadian Radio-television and Telecommunications Regulations (CRTC) required CFRC to separate their operational and governance structures. In order to begin adapting to these regulations, the CFRC began their separation from the AMS in the spring of 2012. They had to re-develop their Board of Directors and funding models. Given this split, the CFRC will now have their fee come up for Triennial review, allowing the students to decide whether or not the AMS should continue to support the service.

CFRC persevered, and continues to deliver different options to the community. They recently acquired new broadcasting equipment, and they have programming available through a mobile application and their website. With 48,000 listeners in the Greater Kingston Area, only about 20 percent of them are Queen's students. This presents a problem of relevance to the student body, and is something Team CBW is eager to raise as a discussion topic with students.

Looking Ahead:

- With full separation from the AMS, CFRC will face funding challenges and come up for a Triennial Review.
- Given lack of awareness by the general student body, how should the AMS manage the relationship with CFRC?

Walkhome

Beginning in 1988, Walkhome has grown to become one of the most well-known services on campus. Now with 160 employees, Walkhome keeps our students safe on late night walks home from the library or across campus, and we could not be more grateful to have such a professional service. Walkhome has made continuous, incremental improvements to their service over the past few years to ensure that every patron who calls in is happy with the service. The Walkhome Kiosk, which is on the lower floor of the JDUC, is the hub of all Walkhome activity. The Kiosk has taken steps to become more user-friendly, and now all staff must wait on the couches near the Kiosk prior to be called for a walk. By creating preparation and training materials for the staff, Walkhome's management was able to gear up for what has been an incredibly successful year.

Team CBW wants to continue to analyze Walkhome's hours of operation with a strong emphasis on data. With more demand towards the later portions of night, Walkhome should respond to student's demand to ensure that wait times are reduced and the best possible service is provided to their patrons.

Looking Ahead:

- Walkhome is very dependant on student fees, and a fluctuation in labour costs could have a severe impact on the way the service operates.

Queen's TV (QTV)

Queen's TV provides students with unique opportunities in video production, reporting and entertainment. The service constantly strives to deliver new forms of content to students and it works hard to achieve a balanced approach. The current service is split into three streams, video factory, live content and segment production. This past year, the service has seen huge growth within their live stream portion, where a newly developed partnership with Queen's Athletics and Recreation (A&R) has double the amount of sports games that must be covered. Employees are working to cover 80 games in a season, rather than 40, which has been a challenge that QTV worked hard to overcome. Their segment productions on topics of Kingston life, student life, arts and entertainment and comedy are well-known to many students.

Looking Ahead:

- How can we ensure that QTV continues to provide relevant content to students in the years to come?
- The contract with A&R is a challenge moving forward because the service relies heavily on volunteers.

The Queen's Journal

As one of the oldest campus newspapers in North America with a long-history of journalism, it is remarkable how long the Queen's Journal has been able to deliver content. With no school of journalism on campus, every writer, editor, and staff member of the Queen's Journal is incredibly passionate about their role, and Team CBW would like to commend the Journal for their tireless efforts to produce content student's need since it's inception. The Journal has editorial autonomy, and while the AMS has financial oversight, it can print whatever content they feel compelled to do.

Print advertising is on the decline, and this is an issue across all news services. Moving forward, the Journal needs to make sure they can continue to connect with meaningful ways. Team CBW would like to support the service through their issues in the year to come, and the Journal needs to look at diversifying further revenue streams. With investments in their equipment and website, the Journal can continue to connect with students in more ways that their print edition and we believe they have the ability to do so.

Looking Ahead:

- With a changing business environment for newspaper services, the Journal needs to adapt to a new business model.

COMMISSION REVIEWS

The government side of the AMS consists of six commissions: the Academic Affairs Commission, the Campus Activities Commission, the Commission on the Environment and Sustainability, the Commission of Internal Affairs, the Municipal Affairs Commission, and the Social Issues Commission. Each of the commissions advocate on behalf of students in their respective areas, provide on-campus programming and meaningful opportunities for volunteering with both.

Academic Affairs Commission

The Academic Affairs Commission serves to advocate for a continued high-quality university experience in a cost-constrained setting. This includes teaching quality, appropriate student-to-professor ratios, among other academic factors, as well as out-of-classroom elements such as financial aid and student life space. Also representing the student body at the Ontario Undergraduate Student Alliance (OUSA), the AAC plays a pivotal role in developing policy papers on a wide variety of topics surrounding post-secondary education, which are effectively used by the organization to lobby the provincial government on our constituents' behalf. Overall, Team CBW recognizes the importance of continuing the direction the commission has taken this year on emphasizing student feedback and the intake of data to inform our advocacy, as well as fostering more meaningful volunteer engagement at the internal committee level.

As a volunteer-driven service in the AAC, the Academic Grievance Centre helps students address academic questions, concerns and grievances by sharing insight on academic policies of the university, as well as guiding students on how best to approach their professors with certain issues. Team CBW will continue working on marketing the service to ensure students are aware of this great resource, as well as developing volunteer training to provide the highest quality of service and a robust volunteer experience.

Campus Activities Commission

The Campus Activities Commission is an embodiment of the AMS' commitment to empowering students as leaders in forming and enhancing their own Queen's experience. Serving to run events for students both on and off-campus with the goals of fostering school spirit, inclusion and increased social awareness, the CAC also advocates for the importance of student-led Orientation Week and the preservation of the overall broader learning environment at Queen's. Moreover, the commission acts as a central resource for student groups interested in facilitating events on campus. As demand for events on-campus continue to change, Team CBW is committed to ensuring that the CAC continuously evaluates its' programming, to ensure we are serving the diversity of students' interests.

Commission of the Environment & Sustainability

Serving to advocate for the importance of environmental, social and economic sustainability, the CES operates effectively as a hub for sustainability efforts at Queen's.

As we become increasingly aware of impending environmental threats, the CES embodies our commitment to socially responsible growth. The CES has gained great traction this year evaluating the ethical aspects of the AMS investment portfolio through the Financial Ethics Research Committee, which may soon provide recommendations for divestment on the basis of environmental concerns and human rights violations. Team CBW believes the work being done by this committee has the potential for the AMS to send an impactful message on our values as students, while we will not consider doing so without careful consideration and broader student consultation.

Municipal Affairs Commission

The Municipal Affairs Commission functions to represent the needs of students towards the City of Kingston, educate and provide resources to students on off-campus housing, and offer volunteer opportunities for students to get involved with the Kingston community. The past couple of years the commission has tackled some major municipal issues on behalf of students, notably the previous city council's decision to exclude student populations from the electoral district boundary count. Nonetheless, the MAC has continued to forge positive relationships with the newly-elected City Council, and collaborated on things like Homecoming to ensure positive experiences for all. Besides the aforementioned workshop series for second year students, Team CBW aims to build upon the successes of the newly-released housing website and the Housing Grievance Centre in tandem with one another.

Commission of Internal Affairs

Working to facilitate elections and referenda, support clubs, run the AMS Non-Academic Discipline system, as well as AMS assembly, the Commission of Internal Affairs carries an incredible breadth and depth of interaction with the student body. In terms of AMS assembly, Team CBW wants to see a continued move towards a committee structure, which will ensure greater engagement at both the micro and macro levels of issues discussed. By utilizing our nominating committee, representatives with relative expertise can serve to tackle issues at the committee level before bringing it back to assembly in summarized formation. Moreover, Team CBW proposes themed assembly nights to make meetings of the governing body more welcoming for students at large to attend.

In terms of the Clubs Office, our team wants to meet demand for it to be customer service oriented, and consistently providing clear expectations in terms of event sanctioning, club audits, and risk mitigation. This will be well set-up for next year with the introduction of the Assistant Manager position. The Judicial Affairs Office has done a great job this year at approaching the Non-Academic Discipline system in a collaborative manner with university administrators. We intend to continue to critically assess our practices to optimize the system, without altering its founding principles.

Social Issues Commission

The Social Issues Commission creates spaces for discussion on social issues facing our student body and beyond. While it continues to do this through its programming and publications, the SIC also serves to generate meaningful policy on anti-oppression at the AMS and university level. It is important that the SIC fosters as safe of spaces as possible, so that those experiencing forms of oppression feel supported and amongst allies in a fight towards a more educated and inclusive community. As discussed previously, Team CBW will pursue options for expanding the SIC's resources to facilitate broader social justice campaigns with existing student groups. Moreover, our team would also like to explore the possibility of moving the publications online while maintaining the yearly physical publication, which presents the opportunity for more frequent publishing as well as greater exposure overall.

OFFICE REVIEWS

Marketing & Communications Office

The Marketing & Communications Office was amalgamated from the former Communications Office and the Marketing Office. It consists of the officer, two coordinators, two deputies, and a marketing street team. The amalgamation has led to a more coherent communication strategy for the AMS, in addition to allowing for more streamlined marketing initiatives and consultation procedures.

This year, the Marketing & Communications Office will broaden our student consultation strategy to include focus groups. We support the expansion of consultation strategies to get a better understanding of student preferences.

We believe that a key focus for the Marketing & Communications Office has to be recruitment. We will ensure that they work in tandem with the HR Office to implement a wider marketing strategy. The Marketing & Communications Office also ensures that the public image of the AMS is maintained, and it is important to empower the officer to handle the broader strategic communication and marketing strategy of the AMS.

Human Resources Office

The Human Resources Office is led by a Human Resources Officer and supplemented by a Talent Acquisition Manager, who are both assisted by a Deputy. Like the Marketing & Communications Office, the HR Office is a crucial support for the services and programs that the AMS delivers.

Team CBW believes in the importance of recruitment and hiring in the ability of the AMS to serve students. We support the Office's move to revamp the online application system to be more user friendly. We will also mandate the HR Office to work closely with the Marketing & Communications Office to implement a broader recruitment strategy for the AMS.

Team CBW recognizes that the HR Office is primarily reactive in providing support to our staff. The Office plays a crucial role in ensuring employee records are kept in the future to help with references for our staff long after they have left the AMS. We believe that we need to make investments in the infrastructure of the HR Office to better serve our students, such as a professional employee database to better serve these needs.

Student Centre Office

The Student Centre Office (SCO) oversees the management of the John Deutsch University Centre (JDUC), the Queen's Centre, MacGillivray—Brown Hall, and the Grey House. In 2011, the AMS signed a Management and Operations Agreement with the University and the Society of Graduate and Professional Students (SGPS) that turned over the management of the Student Life Centre (SLC) to the AMS. The Student Centre Office is governed by SLC Council, which includes representation from the AMS, SGPS and the Department of Student Affairs. Queen's students pay a \$30.93 mandatory fee to the SLC's Facilities Budget.

This year, the Student Centre Officer updated the rate schedules for space reservations on campus, and introduced different rate structures for commercial, vendor, community, university departments, and student groups. For example, a multinational corporation who intends to do a marketing promotion at our space will be charged an amount higher than a student group. Team CBW supports charging a fair market rate for the space we provide. This increased revenue will allow us to reduce reliance on other revenue streams of the SLC, crucially the student fee.

Team CBW also commends the SLC team for implementing innovative and engaging programming for the broader student body. For the month preceding Remembrance Day, the SLC tweeted the names of Queen's students who died in the two World Wars, which brought attention to the Student Memorial section of the SLC. The SLC team also kept Wallace Hall open as a study space during the weeks of final exams, which helped to alleviate the study space deficit on campus.

The AMS has also undertaken negotiations to overhaul the Management and Operations Agreement with the University and the SGPS. As a result of these negotiations, the Student Centre Officer will be renamed to the Student Life Centre Managing Director with governance and operational oversight of the SLC. We support these changes to empower the Managing Director to make decisions as quickly as possible.

IT Office

This year, the IT Office introduced a new permanent staff member, the IT Support Officer, who works in conjunction with the IT Officer. The IT Office is tasked with providing IT support to the various components of the AMS. Team CBW recognizes that the AMS is heavily decentralized, and its various components have distinct needs that do not fit into one size. This has caused each department of the AMS to independently develop its IT infrastructure.

Over the past year, the IT Office has moved to standardize and upgrade the IT infrastructure used across the AMS. We support a standardization of IT infrastructure that meets the distinct needs of every component of the AMS. This will not only ensure cost savings from standardization, it will also allow the IT Office to provide the best support to all of our services. The IT Office has also invested in an energy management software to ensure that AMS computers are switched to “sleep” mode if not in use for 15 minutes. We strongly support this move as a step towards a broader and more effective energy management strategy within the AMS.

This term, the IT Office will undertake an overhaul of the AMS website. The AMS website is often the first point of contact that students have with their student government. The back end of the website uses a language that is not commonly used by website developers, and this has hindered small improvement attempts. Team CBW believes that the website needs to clearly present information about the programs and services. In its current form, the website is not clear about the programs and services that the AMS delivers. We support a full and comprehensive overhaul of the AMS website, and we will ensure that a comprehensive website redesign is a priority throughout our year.